

Vent-Axia

The first name in unit ventilation... look for the name on the product.

CONTINENTAL SELLING PRICES: AUSTRIA Sch 15; BELGIUM Fr 28; DENMARK Kr 500; FRANCE Fr 4; GERMANY DM 20; ITALY L 700; NETHERLANDS Fl 20; NORWAY Kr 500; PORTUGAL Esc 45; SPAIN Ptas 70; SWEDEN Kr 500; SWITZERLAND Fr 20; EIRE 200; MALTA 200.

# FINANCIAL TIMES

PUBLISHED IN LONDON AND FRANKFURT

No. 28,202

Thursday June 26 1980

هكزا من النصح

Thwaites  
Alldrive 5 ton GIANT.

Thwaites  
Engineering Co Ltd  
Leamington Spa,  
England.  
Tel: 0926-22471



## NEWS SUMMARY

### GENERAL

#### Afghan olive branch by U.S.

The U.S. offered the Soviet Union an olive branch over Afghanistan yesterday, when a senior Administration official admitted that Moscow has "a legitimate security interest" in the country.

The official was not named, but is believed to be President Carter's National Security Adviser Zbigniew Brzezinski.

He said the interest would be recognised if all Soviet troops were withdrawn from Afghanistan.

Moscow reacted with a barrage of criticism. Back Page.

President Carter's arrival in Madrid for a 24-hour visit coincided with the explosion of four bombs in Alicante province by Basque separatist guerrillas. Page 2.

**New Times row**  
There is clear danger of further confrontation at the Times. The NGA officer with responsibility for Fleet Street said he had withdrawn from attempts to negotiate agreements between the union's chapters and the company. Page 9.

**IRA man jailed**  
Brian Keenan, mastermind of the Provisional IRA's 1975 London bombing campaign, including the activities of the Balcombe Street gang, was jailed for 18 years at the Old Bailey.

**£450,000 'refund'**  
Kathy Eastwood must repay A. King and Sons the £450,000 which the Norwich scrap dealers' former director and company secretary Ronald Travers gave her. Judge Mervyn Davies also ruled that she and her husband must pay interest on the money, as well as the Court costs.

**Inquest verdict**  
Inquest verdict on 18-year-old recruit James Dinkin, said to have been bullied by other soldiers at Northampton barracks, was that he killed himself.

**Note of hope**  
Both sides in the BBC and musicians' dispute have agreed to separate meetings with the Arbitration Service.

**Post-mortem**  
Post-mortem on nurse Helen Smith, who died in Saudi Arabia after falling from a flat during a party, was ordered tomorrow by Leeds' deputy coroner.

**Early Wimbledon**  
Tennis at Wimbledon will start at noon instead of 2 pm today and tomorrow to try to clear the backlog of matches caused by continual rain.

**Win for U.S.**  
Retired newspaper publisher Phil Weld became the first American to win the Observer Singlehanded Transatlantic Race in a record time of 17 days, 23 hours, 51 minutes. Weld, 65, in the trimaran Moxie, was the oldest competitor.

**Scales of justice**  
Two High Court judges ruled that a goldfish is "a captive animal" and entitled to the law's protection. The case involved a goldfish said to have been left gasping for breath when its bowl was dashed on to the stage in a Cardiff theatre.

**Briefly**  
Five Wormwood Scrubs prisoners ended their rooftop protest against prison conditions.

Actor John Laurie, Private Fraser in BBC's Dad's Army, died in hospital, aged 83.

### BUSINESS

#### Gold up \$21; Gilts rise 0.13

GOLD rose \$21 in London to \$623.5, its highest for more than two weeks. Page 31



STERLING was steady, closing unchanged at \$2.3360. Its trade-weighted index was also unchanged at 73.7. DOLLAR was slightly firmer, and its index was 82.6 (82.4). Page 31

GILTS opened firm, but turned easier in the afternoon, with gains paired from 1 to 1. The Government Securities index rose 0.13 to 69.78. Page 31

EQUITIES followed gifts, and the FT 30-share index, up 5.0 at noon, finished 3.2 ahead at 465.9. The Gold Mines index advanced 19.1 to 243.6. Page 31

WALL STREET was 9.82 up at 387.12 near the close. Page 34

FRANCE approved a limited relaxation of its foreign exchange controls, while maintaining restrictions on short-term capital movement. Page 2

FIAT, the Italian car corporation, is negotiating a venture with the French Peugeot-Citroen group to produce jointly about 1m engines a year. Back Page

KUWAIT has taken a 10 per cent stake in Volkswagen do Brazil — the West German vehicle manufacturer's key Brazilian subsidiary — for a sum understood to be \$115m (£49.23m). Earlier story, Page 28

BRITISH Shipbuilders may put some of its shipyard workers on short-time because of a lack of public sector orders, and the effects of the steel strike. Back Page

EUROPEAN Commission is assessing the chances of a negotiated settlement backed by President Carter which would end the U.S. probe into alleged dumping by EEC steel makers. Page 4

BRITISH PRINTING Corporation won the lion's share of a £126m seven-year contract to produce the TV Times. Page 6

MARKS and Spencer is to restrict its clothing price rises to a maximum of 5 per cent this autumn, against an expected 12 per cent increase in general clothes prices. Page 6

MOST UK groups with subsidiaries in West Germany intend to expand production in the country despite dissatisfaction with profit margins. A British-German Trade Council study shows. Page 4

LORD GRADE'S Associated Communications is to merge Precision Records and Tapes, its music-making subsidiary, with RCA Records UK to form a home entertainment company. Back Page

TRUSTHOUSE FORTÉ first-half pre-tax profits rose from £19.2m to £19.3m. Page 26 and Lex, Back Page

FINANCE for Industry raised pre-tax profits for the year by £3.4m to a record £28.8m, with new investment at £278m (£243m). Page 24 and Lex, Back Page

## Rolls-Royce and Vickers announce plan to merge

BY HAZEL DUFFY, INDUSTRIAL CORRESPONDENT

VICKERS AND Rolls-Royce Motors, two of the most famous names in British engineering, took the City by surprise yesterday, by announcing that they planned to merge.

Initial reaction, however, was that the merger was a symptom of the weakness of both companies.

The terms of the merger are one Vickers share for two Rolls-Royce Motor shares. Vickers' shares were suspended at 129p and Rolls-Royce at 60p yesterday morning pending the announcement.

Vickers shareholders will be asked to approve the merger and the increase of nearly £30m in Vickers' Ordinary stock at an extraordinary general meeting.

Rolls-Royce Motor shareholders will be recommended unanimously by their directors to approve the proposals.

It was widely expected that Vickers would not make any major moves until it had reached agreement with the Government on outstanding compensation due to it from shipbuilding and aerospace nationalisation.

The move may come as a disappointment to those who had hoped that Vickers would move in the direction of a high technology acquisition.

Rolls-Royce Motors has borrowed heavily to finance capital expenditure for the expansion of its two main activities — motor cars and diesel engines. The company's current debt is around £45m.

Sales of Rolls-Royces have been affected by the economic situation, particularly in the U.S., which accounts for between a third and a half of its total sales. Its diesel engine business was badly thrown off course last year by the cancellation of a big order tanks by Iran, the engines for which had been designed by Rolls-Royce Motors.

On the more positive side, a new Rolls-Royce car is due to be launched later this year, while a new series of engines based on the military engine developed for Iran are now being manufactured.

Longer-term prospects for these engines are good, although it could be at least a couple of years before they pay off financially. In the meantime, Rolls-Royce Motors will obviously need cash for the launch of its new car.

Sir Peter Mathews, Vickers' chairman, said yesterday he was hopeful that the compensation issue would be agreed with the Government before long.

Continued on Back Page

Vickers also announced yesterday that it had completed the deal for the sale of part of its office equipment interests to CIT-Alcatel, the French electronics group. The deal has brought in £25m and cancelled borrowings of nearly £13m.

Vickers stressed that the prime reason for getting together with Rolls-Royce Motors was the need for engineering companies to be bigger and stronger so as to compete in international markets.

Sir Peter said: "The climate in mechanical engineering is severe and we are feeling the impact of Government policies. But we do not believe that the best companies, of which Vickers and Rolls-Royce Motors are examples, will founder."

Mr. Ian Fraser, chairman of Rolls-Royce Motors, said: "We have been seeking for some time to broaden the portfolio of our relatively narrow base."

If the merger goes through, it will create a company with a turnover of £550m, and shareholder funds of £230m. The company will be known as Rolls-Royce Vickers. Its chief executive will be Mr. David Plastow, currently chief executive.

Continued on Back Page

## Optimism on interest rates

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

THE GOVERNMENT believes the rate of monetary growth is coming under control and a cut in interest rates should not be delayed too long, senior Treasury ministers indicated yesterday.

Both Sir Geoffrey Howe, the Chancellor, and Sir Nigel Lawson, the Financial Secretary, yesterday presented an optimistic view of recent monetary developments.

It would be misleading to read too much into any speech and both Ministers were non-committal about timing. But their comments are likely to boost ratings than dampen speculation about the possibility of a cut in the Minimum Lending Rate in the next couple of months.

The debate on the issue is apparently finely balanced in the Treasury and the Bank of England. The Government

is likely to want the mid-June banking figures before reaching a decision. A cut in MLR is unlikely in the next week or so.

In a speech to the Carlton Club, Sir Geoffrey said: "Despite the somewhat disappointing figures for last month we are getting money supply under control. It would be wrong for me to talk of dates but everybody will share my anxiety that the period of readjustment should not be too long drawn out."

Mr. Lawson described recent monetary performance as "reasonably good" and said there was "increasing confidence and greater room for optimism on the monetary front than for some time."

The financial climate was also improved by the continuing fall in U.S. interest rates. "There is no case for taking ill-considered risks."

But equally it would be wrong to think that monetary policy could be operated as if we lived in a world of perfect certainty.

Hopes of a cut in MLR have been one of the main reasons for the recent sharp rise in gilt prices. There is believed to have been substantial demand for the longer-dated of the two stocks offered yesterday — 13 per cent Treasury 2000 — with the possibility of further demand when dealings start this morning. There was probably much less interest in the 12½ per cent Exchequer 1985.

All tenders for both stocks were allotted in full at the minimum tender prices of £96.25 per cent for the 1985 issue and £96.00 per cent for the 2000 loan.

Howe speech, Page 6

## Wilson gives City a clean bill of health

BY CHRISTINE MOIR

SIR HAROLD WILSON's committee on the financial institutions has given the City an almost clean bill of health over both its services to industry and its internal discipline.

Yesterday the institutions were congratulating themselves on having — as one banker put it — "achieved a 'clear round' after 31 years of intensive study."

The report has three major themes: the supply of and demand for funds for industry; the balance of statutory and non-statutory regulation; and the increasing dominance of the institutions and the responsibilities this entails.

Underlying these is the spectre of inflation which, it says, imposes strains on the City as well as on industry.

"It is not the availability of external finance that has been the constraint on investment but the depressed level of demand and the low real level of profitability in relation to the perceived cost of capital," the committee concludes.

There is "no case for any significant shift in the balance of statutory and non-statutory methods of regulation though some tightening up is needed particularly in bringing outsiders into self-regulatory bodies, it reports."

A key section, which may prove one of the report's enduring contributions, recommends that Government, the Bank of England and industry should experiment with issuing

index-linked financial instruments to balance their inflation-fuelled liabilities.

The most important specific recommendations are:

- Banks and insurance companies should not be nationalised;
- Pension funds should be regulated by an Act enforcing disclosure and by a Code of Practice drawn up by the Occupational Pensions Board;
- Medium- and long-term contractual savings should all attract the same level of tax relief as life assurance policies;
- The building societies' cartel should be broken up and their composite tax rate benefits abolished;
- A new super-watchdog should monitor the financial institutions and report annually to Parliament;
- Institutions should underwrite a new long dated tender issue of gilts because "the present system is widely regarded as unsatisfactory."

The committee is deeply divided over whether industry needs a new £2bn a year investment institution able to provide funds not otherwise available.

Members' views range from a determined "not only misperceived but a waste of resources" to Mr. Clive Jenkins' "far and away the most important proposal in the report."

Otherwise, given the conflicting ideological standpoints of the 18-strong committee, there is surprising unanimity

in the 518-page report. City institutions yesterday were similarly unanimous in agreeing that the report contained much food for thought.

The Bank of England, which itself receives muted criticism, has welcomed some of the broad themes and notes that the recommendations need to be studied carefully but not in isolation.

Mr. Nicholas Goodison, chairman of the Stock Exchange, wants more time to study the recommendation that the SF should be formally ruled by the Council for the Securities Industry. But he is pleased that the report believes in self-regulation and considers the Restrictive Practices Court too narrow a forum for analysing the alternatives to the present securities trading system.

Mr. Martin Jacob, chairman of the newly-constituted capital markets committee, is intrigued by the "interesting constitutional idea" of a new watchdog monitoring the self-regulatory sector but answerable to Parliament.

The National Association of Pension Funds, however, has voiced its opposition to the "statutory blinderbuss" proposed to enforce disclosure by its members.

£ in New York

	June 24	Previous
Spot	\$2.3446/\$2.3448/\$2.3450	\$2.3446/\$2.3448/\$2.3450
1 month	1.76-1.70 dls./1.64-1.58 dls	1.76-1.70 dls./1.64-1.58 dls
3 months	4.20-4.14 dls./4.08-4.02 dls	4.20-4.14 dls./4.08-4.02 dls
12 months	9.55-9.40 dls./9.30-9.15 dls	9.55-9.40 dls./9.30-9.15 dls

## BP makes oil discovery near its Ninian Field

BY RAY DAFTER, ENERGY EDITOR

BRITISH PETROLEUM has found a potentially commercial North Sea oil field close to its big Ninian discovery.

An exploration well, sunk by BP and its partners on block 3/8, 100 miles north-east of the Shetland Islands, produced significant flows of oil at four depths.

The flow rates were 7,200, 4,900, 4,700 and 3,700 barrels of oil a day respectively.

BP said the well has been temporarily plugged as "a potential oil producer" — an indication that the discovery is almost certain to be exploited. The company said it was too early to estimate recoverable reserves.

It was thought in the industry the find would add substantially to the known oil resources in the area.

Its development might be linked with that of Chevron's Ninian Field, immediately to the north, which has an estimated 1.2bn barrels of recoverable reserves, lies partly in the Chevron Group's block 3/3 and partly in the BP consortium's 3/8 concession.

One production concept which will be investigated by BP and its partners — Rancor Oil and London and Scottish Marine Oil — will be the installation of a seabed well system, linked by pipeline to Ninian's southern platform on block 3/8.

BP said the drilling rig Sea Conquest, which sunk the successful well, was being moved to Irish waters.

But the rig-Ocean Voyager — is drilling another well close to Ninian on behalf of the Chevron consortium. The rig is being used to evaluate South Sea oil structure which is thought to straddle blocks 3/7 and 3/8.

The latest well, numbered 3/8a-5, is being drilled very close to the boundary of the two blocks, between two wells which found oil in the mid-1970s.

The Chevron partnership comprises Chevron (part of Standard Oil of California), British National Oil Corporation's 3/8 concession.

One production concept which will be investigated by BP and its partners — Rancor Oil and London and Scottish Marine Oil — will be the installation of a seabed well system, linked by pipeline to Ninian's southern platform on block 3/8.

BP said the drilling rig Sea Conquest, which sunk the successful well, was being moved to Irish waters.

But the rig-Ocean Voyager — is drilling another well close to Ninian on behalf of the Chevron consortium. The rig is being used to evaluate South Sea oil structure which is thought to straddle blocks 3/7 and 3/8.

The latest well, numbered 3/8a-5, is being drilled very close to the boundary of the two blocks, between two wells which found oil in the mid-1970s.

The Chevron partnership comprises Chevron (part of Standard Oil of California), British National Oil Corporation's 3/8 concession.



## Four to put \$2 on a barrel

BY RAY DAFTER, ENERGY EDITOR

SEVERAL major oil exporters — among them Iraq, Kuwait, Libya and Venezuela — are expected to add up to \$2 a barrel to their oil tariffs next week.

This new wave of increases will raise prices close to the ceilings agreed by the Organisation of Petroleum Exporting Countries earlier this month which were \$32 a barrel for crudes similar to Saudi Arabia's light oil and \$37 a barrel for the premium crudes produced in Africa.

Iraq is the first Gulf producer to notify refiners of the latest price increase, making it the fourth this year. Bahrain Light, Iraq's reference crude, will cost \$31.96 a barrel which is 23 per cent more than at the end of last year.

Buyers of other Iraqi crudes, now priced between \$28.65 and \$31.50, will face corresponding increases. Iraq is OPEC's second biggest oil producer, accounting for around 3.3m barrels a day.

Venezuelan oil officials met Mr. Humberto Calderon, the Minister for Energy and Mines, on Tuesday night when, it is believed, they agreed that the country's prices would be raised by \$2 a barrel. Venezuela produces a wide range of crudes, currently priced from \$17.90 to \$38.30 a barrel.

Two weeks ago Kuwaiti officials announced that they would be raising the price of their reference crude from \$29.50 a barrel to \$31.50 on July 1, in line with the OPEC agreement.

and Libya is expected to add 28 cents a barrel, to \$37, to the price of its premium crude.

The increases could add between \$1 and \$2 a barrel to the average OPEC rate of just under \$32 a barrel. Such an increase would raise oil and retail prices in the UK by between 1.5p and 3p a gallon but much will depend on whether Saudi Arabia raises its crude oil rates.

However, the Saudi oil minister Sheikh Ahmed Zaki Yamani, has said that the kingdom would not necessarily raise its \$28 a barrel marker price before September, although he did not rule out a more immediate increase of "a dollar or so."

### CONTENTS

U.S. economy: how severe is the recession? .....	22
Economic viewpoint: Samuel Brittan looks at the Wilson Report .....	23
World Bank: flaws in Third World support .....	4
Marketing: advertising — there will now be an interlude .....	19
Business and the courts: of wigs and the legal wonderland .....	20
Lombard: the great unmasked £64bn question .....	20
Editorial comment: Wilson Report; Japanese leadership .....	22
American News .....	4
Appointments .....	31
Arts .....	12-15
Base Rates .....	31
Business Options .....	13
Companies .....	35
Commodities .....	24-27
Crossword .....	20
Econ. Indicators .....	20
Energy .....	20
European News .....	2
European Options .....	37
FT Actuarial .....	36
Ind. Companies .....	28-30
Jobs Column .....	12
Leader Page .....	22
Letters .....	23
Lex .....	40
Lombard .....	20
Marketing .....	19
Man & Matters .....	22
Mining .....	26
Money & Exchange .....	31
Overseas News .....	3
Parliament .....	10
Racing .....	20
Share Information .....	36-39
Stock Markets .....	36
Wall Street .....	23
Sources .....	34
Technical .....	36
Today's Events .....	23
TV and Radio .....	20
Unit Trusts .....	31
UK News .....	6-7
General .....	5-7
Labour .....	4
Weather .....	4
World Trade News .....	4
INTERIM STATEMENT .....	24
ANNUAL STATEMENTS .....	26
Advances .....	26
Blockades .....	27
Charterfield Prop. .....	27
Cont. Union Tst. .....	27
De Vore Hotels .....	27
Hargreaves Gp. .....	27
Hickling Petroleum .....	27
Powell Duffryn .....	27
Whitbread .....	26

For latest Share Index phone 01-246 8026

## IT'S ALL A BIG PLOT!

Plan your new premises on a spacious ground-lease site in Milton Keynes.

When it comes to relocation, Milton Keynes has all the right answers. Especially if your firm wants to build its own purpose-built factory, warehouse or offices.

Ground-lease sites are available in Milton Keynes now. These sites offer enough land for your initial space needs, with room available to expand in the future. Services are already laid on, so construction can proceed with minimum delay.

Within easy reach of London and Birmingham, Milton Keynes is the ideal base for U.K. and European business operations, as many companies have already discovered.

Go ahead and get ahead. Send the coupon today, or phone for further details.

Commercial Director, Milton Keynes Development Corporation, Watkinson Tower, Milton Keynes MK11 8LX. Tel: Milton Keynes (0906) 74000.

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Address: \_\_\_\_\_

Tel No: \_\_\_\_\_

**MILTON KEYNES**



## EUROPEAN NEWS

U.S. OFFER DESCRIBED AS 'DELIBERATELY VAGUE'

## Russia rejects Afghanistan proposal

BY DAVID SATTIN IN MOSCOW

THE SOVIET UNION yesterday implicitly rejected President Jimmy Carter's offer to study transitional arrangements for the withdrawal of Soviet troops and restoration of peace in Afghanistan.

The official news agency Tass described the proposal as "deliberately vague," saying its purpose was to give the impression that the United States wanted a settlement while relieving Washington of any need to reply to the proposals of the Soviet-supported government in Afghanistan.

The swift Soviet reply to Mr. Carter's proposal came amid a

spate of Press commentaries on the troop withdrawal from Afghanistan which appeared to be preparing the ground for Soviet forces to re-enter in a short time.

The Communist party newspaper Pravda accused the U.S. of minimising and distorting Soviet peace proposals while intensifying support for "counter-revolutionary gangs" which were "invading Afghanistan from the territory of Pakistan."

At the same time, in a move which may signal intensified Soviet pressure on Iran, Pravda criticised the authorities there for allowing the town of Mashad

in northern Iran to be used by Afghan rebels who, it claimed, were working with the U.S. Central Intelligence Agency.

The weekly New Times said that Soviet troop withdrawals from Afghanistan showed that a political settlement of the crisis was possible but it accused the instigators of the "anti-Afghan fuss" of intensifying aid to the "counter-revolutionaries" and creating a pile of lies "taller than the Hindu Kush mountains" to justify it.

The Pravda commentary said that the U.S. was the main supplier to the rebels and the dismissive U.S. reaction to the Soviet peace move had been

matched by an "invigoration" of hostile activities, including the provision of anti-aircraft and anti-tank weapons, firearms and ammunition.

Tass said the success of the Socialist revolution in Afghanistan was "irreversible" and Pravda promised that Soviet forces would remain in that country until the Afghan Moslem revolt was suppressed.

"Democratic Afghanistan has true friends," the newspaper said. They had proved their solidarity and "will continue helping Afghanistan to uphold its freedom and independence, sovereignty and territorial integrity."

## NATO ministers look for Soviet 'face saver'

ANKARA — Armed with a dismal appraisal of the effect of strong talk on the Soviet Union, Foreign Ministers of the Western alliance began looking yesterday for concrete diplomatic and military steps to convince the Russians to withdraw from Afghanistan.

The need for action was the dominant theme of the first full meeting of the 15 North Atlantic Treaty Organisation ministerial council since the Soviet invasion last December.

Among proposals said to be circulating was a Western aid plan for the Afghans fighting Soviet troops.

The ministers also were said to be discussing plans, similar

to that proposed in Madrid by President Carter, to offer the Soviet Union a face-saving way of withdrawing its troops by installing some kind of "transitional" government in Afghanistan.

"I am not optimistic that the Kremlin leaders will respond positively to the pressures of world condemnation," Gen. Joseph Luns, the Nato-Secretary General, said.

"The alliance is now called upon to take the political and military measures required to maintain a global deterrence," he said.

Mr. Edmund Muskie, the U.S. Secretary of State, called for "a concerted and sustained allied response" and said: "We must make unmistakably clear that

aggression will be firmly opposed."

Meanwhile, efforts were being made to strengthen the alliance and clear up some of the nagging disagreements between members.

Hans Dietrich Genscher, the West German Foreign Minister, met Mr. Muskie to discuss proposals to deploy tactical nuclear missiles in Western Europe in the mid-1980s.

There has also been continuing pressure on Belgium to allow missiles on its soil and the Ministers apparently repeated their desire for Belgium to make a quick decision.

Mr. Muskie also met Turkish and Greek leaders separately on Tuesday in what amounted to an informal mediation of

their long-standing dispute over access to Aegean airspace and waters, and control of Cyprus. Greece has been outside the NATO military command since 1974 to protest Turkish occupation of Cyprus, but said recently it is willing to negotiate a return to the military wing of the alliance.

A U.S. spokesman said of Mr. Muskie he has "a clear impression both sides seek to settle the problems between them."

The Turkish Prime Minister, Mr. Suleyman Demirel, also told the public session that "special attention should be paid in our defence efforts to the needs of the southern flank." AP

## Carter supports Spanish bid to join alliance

BY OUR MADRID CORRESPONDENT

PRESIDENT CARTER yesterday gave firm but careful endorsement to Spanish membership of NATO. Speaking at a lunch in his honour given by King Juan Carlos on the first day of a 24-hour visit the U.S. President went further than any other Western leader in supporting Spain's active participation in the "collective defence of the West."

He said that Spanish ministers had "repeatedly made it clear that Spain stands side by side with other Western democracies as a full member-to-be of the European and Atlantic communities." Noting U.S. pleasure at Spain having begun negotiations to enter the EEC, he added: "Similarly, we hope that Spain will see its own interests served by participating in the collective defence of the West."

However, he recognised that Spain had to make this decision itself "in its own time."

NATO has become a major issue here in the past two weeks following an unambiguous commitment by Sr. Marcelino Oreja, the Spanish Foreign Minister, to seek membership of the alliance early in 1981. By pushing the NATO issue to the fore, the visit of President Carter has been transformed from its original conception as a courtesy visit tied in with his own electoral needs of drumming up the Spanish-speaking vote.



Sr. Suarez (left) greets Mr. Carter at the airport.

The main opposition Socialist and Communist parties are opposed to NATO membership. The Socialists in particular want to see a continuation—but in new form—of the bilateral defence treaty signed by the U.S. with Spain in January 1976. This is due to expire in 1981.

President Carter referred to this saying: "We will begin a

review this year of the security relationship that has served well the interests of both our countries and that will continue to serve our joint interests for many years." This underlines the U.S. concern for the treaty to be renegotiated in the context of Spain's membership of NATO.

Both in his discussions with Sr. Adolfo Suarez, the Prime

Minister, and in his private meeting with Sr. Felipe Gonzalez, the Socialist leader, Mr. Carter is expected to expand further on this theme. He has deliberately avoided any meeting with Sr. Santiago Carrillo, the Communist leader.

The Spanish Government is anxious for a more equal bilateral defence arrangement. This could include the reduced use or closure of the main U.S. air base outside Madrid at Torrejon, plus increased economic and technical assistance in the military sphere. Spain is also in the final phase of selecting a new combat aircraft. The choice has narrowed between the U.S.-made F-16 or F-18.

Sr. Suarez is also expected to press for a more balanced trade relationship. The U.S. absorbs almost 7 per cent of Spanish exports worth \$1.3bn, but U.S. sales to Spain total \$2.4bn primarily comprising foodstuffs, plus arms and nuclear equipment.

Finally President Carter said in his speech yesterday that he was anxious to listen to Spain's view of the Middle East and Latin American areas where, he said, Spain had valuable advice to give.

The last U.S. presidential visit was by President Ford in June 1974. Yesterday President Carter was fulsome in his praise of Spain and its consolidation of democracy.

## Basques bomb coastal resorts

By Robert Graham in Madrid

THE MILITANT Basque separatist organisation, ETA, yesterday followed up its threats to the Spanish tourist industry by exploding two bombs in the coastal resorts of Alicante and Javea.

Warnings were given to a Basque radio station and the bombs exploded without causing any injuries.

After an anonymous caller also warned that two further bombs would go off later in the day in the same region, security forces evacuated much of a holiday housing estate at Javea.

In an unrelated incident, an executive of the Michelin plant at Vitoria in the Basque country was shot dead by an unidentified gunman. The action is presumed, however, to be the work of the hard-line military wing of ETA and connected with almost continuous labour disruption inside the Vitoria plant.

The French concern has refused to pay "revolutionary" taxes and has sought to dismiss ETA sympathisers among the work force.

The bombing campaign of coastal resorts is being conducted by the political military wing of ETA, which has sought to stop short of killing. Last summer, in a similar bombing campaign of Mediterranean resorts, two people were injured in 14 incidents.

But in extending the campaign last July to Madrid's international airport and a main railway station, seven people were killed and more than 100 injured in bomb blasts.

Yesterday's bombs exploded after ETA had prolonged a deadline set on Sunday to noon on Tuesday. An ETA communiqué said that the bombing campaign would continue until Madrid satisfied a series of demands, including the release of 18 prisoners alleged to be members of ETA, and agreed a timetable for the incorporation of Navarre province into the newly-established autonomous Basque region.

One bomb yesterday exploded in the luxury Hotel in Alicante. The device was placed inside an air conditioning unit in an upper room of the hotel. The other bomb was planted in the garden of a Basque family's holiday house at Javea.

Work to resume on

Irish alumina plant

WORK WILL resume soon on Alcan's Irish alumina plant on the island of Limerick. Work on what is the largest single foreign capital investment in the country stopped two months ago. Management said the project had become unmanageable because of frequent unofficial strikes, writes Stewart Dalby.

A new agreement provides for substantial productivity bonuses.

## France eases strict exchange controls to boost exports

BY ROBERT MAUTHNER IN PARIS

THE FRENCH Government yesterday approved a limited relaxation of its stringent foreign exchange controls, while maintaining current restrictions on short-term capital movement to prevent possible speculation against the franc.

M. René Monory, the Economics Minister, emphasised that the new measures were aimed essentially at boosting the competitiveness of French exporters and to provide French companies with the same protection against fluctuations in raw material prices as their foreign competitors.

Among the main measures announced yesterday is the abolition of the time limit for forward foreign exchange cover. Purchases of raw materials, which currently varies between six and 12 months, in future, importers of raw materials can provide themselves with forward cover for as long as they want.

French exporters of consumer goods will henceforth be authorised to open bank accounts abroad in which they can accumulate their earnings in any particular country, instead of being obliged to repatriate them for every transaction.

These accounts can be used for local payments as well as for deposits, up to a limit of 5 per cent of the export receipts deposited in them or FF 30,000 (about £3,100) per month.

While foreign buyers are presently obliged to settle their payments for purchases of French goods by bank transfers, they have now been authorised to use all other means of payment, including cheques, for amounts up to FF 50,000.

Cheques can also be used for payments exceeding this amount, on condition that this means of payment has not been solicited by the exporter.

Another important new provision is the raising of the threshold for import and export transactions which must be declared in French banks. Up to now, all operations exceeding FF 50,000 had to go through the banks. This

threshold has now been raised to FF 125,000, thus substantially reducing the administrative formalities involved in import and export operations.

According to M. Monory, only 5 per cent of France's total volume of imports and exports will now be subject to this procedure, representing 48 per cent of the total value of imports and 32 per cent of the value of exports.

The regulations, covering direct foreign investments in France and direct French investments abroad have also been modified. In both cases, the minimum investment for which official authorisation is required has been raised from FF 3m to FF 5m. The threshold below which non-residents can create individual companies without authorisation has been raised from FF 1m to FF 5m.

The setting up of property companies, by non-residents, as well as the purchase of shares in such companies, has been completely liberalised and will require only a declaration in future.

M. Monory said that there was no question of allowing French banks full freedom to give franc loans to non-residents, since this could lead to the building up of large French currency balances abroad and thus open the door to speculation against the franc.

But the authorities would continue their present policy of examining demands for franc loans by non-residents on a case-by-case basis.

Foreign exchange controls have also been eased slightly for individuals. Non-residents living in France will be able to contract franc loans to cover their expenses inside the country and will be able to credit their cheques made out by residents up to the ceiling of FF 3,000.

The weekly limit for credit card cash withdrawals abroad has been raised from FF 1,000 to FF 2,000 and airport workers will no longer be obliged to repatriate most of their wages earned abroad.

## Western energy research 'will fall'

By Terry Dodsworth in Paris

TOTAL RESEARCH expenditure on the development of new energy sources to replace oil is likely to fall in the Western industrialised nations during the next 15 months or so.

This forecast was given yesterday by Dr. Donald Kerr, chairman of the International Energy Agency's research development and demonstration committee, who expressed concern at cuts in spending in energy research programmes in the U.S. and West Germany. Efforts would have to be stepped up, he said, if the West were to reduce its dependence on oil along the lines recently emphasised at the Venice summit conference.

Dr. Kerr, who is also director of the U.S. Los Alamos Scientific Laboratory, was speaking after the publication of a report which showed that government spending on energy research in the 21 IEA countries went up by 130 per cent over the past five years. Last year alone it rose by 24 per cent—or 13 per cent in real terms—in 1979. Only Canada and the U.K. reduced their commitment.

The UK's report adds, "is now exceeding less energy research and development in real terms than in 1974. But Dr. Kerr emphasised that the main cause of the expected decline in aggregate spending among the IEA countries was the limitation of the U.S. budget to about the same amount as last year. In 1979, the U.S. committed \$3.5bn to its energy research programme, thus accounting for more than half the IEA total."

Some of the U.S. cutback is being caused by a shift to the commercialisation of new alternative energy techniques, such as the recently announced \$200m synthetic fuels project. The IEA believes, however, that research and development programmes need to be maintained alongside the commercial projects. It also calls for stronger conservation efforts.

## Approval likely for EEC budget

BY JOHN WYLES IN BRUSSELS

THE EUROPEAN Community's institutional battle over the shape of its 1980 budget should move towards a cease-fire today, when the European Parliament will begin to debate its verdict on a revised draft budget agreed by EEC Governments.

Although the end of the struggle between the Parliament and the Council of Ministers, which share budgetary authority, is clearly in sight, there may still be a further period of "phony war," if Euro MPs vote amendments which are being suggested by the Parliament's budget committee.

Having led the revolt, which culminated in last December's rejection of the 1980 draft budget, the committee is anxious to secure some cosmetic changes. "The Parliament is clearly prepared to accept itself in one of the few areas where it has power over community activities."

Not all of the committee's proposals, however, necessarily provoke strong enough objections from the council to delay formal adoption of the budget by a parliamentary vote tomorrow. But it will not be clear whether the council will insist on giving a "second reading"

to strike out any unacceptable amendments until its opinion is given today by Sir Carlo Fracanzani, Italy's Treasury Minister, who will represent the council at today's special session. In an attempt to satisfy the parliament's demand for more non-farm spending, the council is proposing to increase regional, social, and other spending by £147m (240m units of account) more than offered in the rejected budget. But the budget committee, issued a "modest" challenge this week by adding another £10m (17m units of account) to this part of the budget.

## How West Germany's Ecologists could bring Strauss to power

BY ROGER BOYES IN BONN

DO THE Greens, West Germany's small but noisy ecology movement, pose a real political threat to Chancellor Helmut Schmidt?

At the party's pre-election conference last weekend, it was difficult to see how the motley collection of anti-nuclear activists, women's libbers and elderly nature lovers could threaten anybody. Indeed, the one threatening moment was when a score of protesters occupied the main podium and demanded that children, like the Palestinians, should be given the right to self-determination.

The Greens, however, are taken very seriously indeed by the main political parties, especially the ruling coalition of Social Democrats and Free Democrats. The fact of the matter is that the Greens, by undermining the already vulnerable position of the Free Democrats, could be instrumental in bringing Herr Franz Josef Strauss and the opposition Christian Democrats into power.

The Ecologists' decision at the weekend to stand at the national elections spells trouble for the coalition. The accepted wisdom is that there is room in the Bundestag (the lower house of Parliament) for only three active parties—the Social

Democrats, the Free Democrats, and the Christian Democrats, with their Bavarian affiliate, the Christian Social Union. If the Greens manage to win the 5 per cent needed for parliamentary representation, it could well be at the Free Democrats' expense.

The North Rhine-Westphalia state elections last month saw the Free Democrats win only 4.9 per cent of the vote, thus failing to get into the state Parliament. The Greens also failed, but with 3 per cent of the vote they were only a few thousand votes short of the Free Democrats.

The factor which really decided the Ecologists to contest the national elections in October was the party's performance in Baden-Wuerttemberg in March. There they won a remarkable 5.3 per cent of the vote, capturing six seats in the state Parliament. They have also won state Parliament seats in Bremen.

But even if the Greens do not win 5 per cent, a few percentage points drawn from disaffected Social Democrat and Free Democrat voters could be enough to torpedo the coalition. The coalition is planning its hopes on two main factors to prevent this happening. First, the Social Democrat campaign in North Rhine-West-

phalia drew much of its strength from the "stop Strauss" slogan. There is a great deal of antipathy to Herr Strauss in the industrialised Ruhr region and in other parts of Northern Germany. First-time voters, according to opinion polls, are also unlikely to vote for Herr Strauss. They will be deterred by his conservative Bavarian manner and his chequered political past. The Social Democrats won an absolute majority in North Rhine-Westphalia on the strength of the "stop Strauss" campaign, and there are signs that the Free Democrats will also become sharper towards Herr Strauss.

This leaves the Greens in a difficult position. The last thing they want is a Chancellor Strauss. They are not very keen on Chancellor Schmidt either, but as long as the coalition plays the "Schmidt or Strauss" card, the Greens will have problems persuading the electorate that they are not throwing away their votes.

The Greens' main strength is at the local council level, where

The "Greens" include former Christian Democrats and exiled East German Marxists. They pose a real, if motley, threat to Chancellor Schmidt.

It can effectively challenge plans to build nuclear power stations or motorways. This wins it support from both radicals and from conservative voters, who are reluctant to see their region transformed by massive construction work.

The party's success at the state Parliament level is an extension of this, with a "pre-vote" added. Thus, in the Baden-Wuerttemberg elections, Christian Democrat-controlled constituencies often yielded high support for the Greens—not because the Christian Democrats have a natural affinity with the Ecologists, but because a vote for the Greens was the best way of showing displeasure.

The problem is that these components do not translate well into national policies, particularly when the over-

riding election issue is one of personality—Herr Strauss or Herr Schmidt—rather than policy. When the crunch comes, the Greens' groundswell of support is more likely to drift to the coalition parties to help Strauss out of the Chancellery.

That, at any rate, is what the coalition parties are praying for. The second principal factor at work is the heterogeneous make-up of the Greens.

This has unquestionably caused the Greens great difficulties in such fundamental matters as the drawing up of the election programme. Last weekend's party conference ended with a declaration that the Greens "rejected the growth, economic and social policies of capitalism as well as any form of (East European-style) socialism."

The reference to East European socialism was put in at the insistence of the former Christian Democrat politician, Herr Herbert Gruhl, who heads one of the strongest Ecologist factions, the "Green Action for the Future (AZ)."

It is understandable enough that the Greens should want to be even-handed in their rejection—but it has to be borne in mind that another leading "Green" is Herr Rudolph Bahro, the East German Marxist philosopher who was expelled to the West last year.

But the split in the party goes beyond the simple left and right-wing categories. There is a fundamental disagreement about the party's ultimate aims. There is, for example, a strong body of support for zero growth policies, but the more pragmatic wing of the Greens believe this would make it impossible to pay for comprehensive protection of the environment. Moreover, the Left-wingers from the unions insist that zero growth is untenable because of the impact on employment, while the more idealistic Left-wingers stress that "capitalist growth policies" will inevitably lead to the use of nuclear power.

Most of the party agrees that nuclear power is a bad thing. The party believes in the use of "regenerative" energy sources, such as wind, water and sunshine.

But it is difficult to see how a Germany run on wind and water will be able to sustain the election programme's other goals—a 35-hour working week and optional retirement at 55. The Christian Democrats have calculated that, if retirement at 55 were implemented, the state would have to pay an additional DM 30bn (£7.25bn) in pensions and benefits.

Can a party, subject to so many centrifugal forces, really be a serious election contender? The fact is that the Greens measure their success in rather different terms than the other parties. They feel that if their activities persuade the established parties to re-think their energy and environment policies, and their general attitude to young voters that that too can be rated as a success.

The physical handicaps confronting the party—a poor national infrastructure that very limited funds—mean that the Greens will probably have to be content with a role as an influential pressure group, at national level, and as a type of citizens' initiative party at the local level.

Even so, a vote of 3 to 4 per cent for the Greens and the ousting of the Free Democrats is still a real possibility. If Chancellor Schmidt secures an absolute majority in October he will, of course, stay in power, albeit under increasing pressure from his Left wing. But if the Social Democrats fail to secure an absolute majority, and the Free Democrats fail to clear the 5 per cent hurdle, the next German Chancellor will be called Herr Franz Josef Strauss.

And the Greens, the refuge of Marxist philosophers and former student radicals, will have made a significant contribution to his victory.



Herr Herbert Gruhl, above, chairman of "Green Action for the Future," one of the strongest Ecologist factions, may help to elect Franz Josef Strauss, below, as Chancellor. That is the last thing the Ecologists want.



FINANCIAL TIMES published daily except Sundays and public holidays. Subscription rates: £95.00 per annum. Second class postage paid at New York, N.Y., and at additional mailing centres.

DRUG & ALCOHOL ADDICTIONS  
CHRONIC PAIN

Pharmakon is a registered Nursing Home using a drug-free programme for the treatment of dependency on any drug including alcohol, opiates, tranquillisers, antidepressants and barbiturates. Our team of doctors, nurses, therapists and counsellors provide a detoxification and rehabilitation therapy in comfortable country surroundings.

Subscribers to the main Private Contributory Schemes may claim benefits within the terms of these schemes. Consultations may be arranged through the Administrator or Medical Staff.

Pharmakon, BROADHURST MANOR, Horsted Keynes, Sussex, RH17 7BG. Telephone: Sharphorne (0342) 810333

WEST GERMANY should be able to reduce its oil dependency radically in the coming years and still manage without nuclear power, according to a detailed study released by a Freiburg-based research institute.

However, other researchers from the IFO Institute have issued a report yesterday suggesting that, although the country must lessen its dependence on oil, nuclear power is unavoidable. More than 50 per cent of its energy needs are met by imported oil.

This sharp disagreement comes at a time when the Government has promised, along with the other leading

Western nations, to reduce the West's average oil consumption from 53 per cent to 40 per cent of total energy used. It is intended to achieve this by doubling coal output by 1990, by increasing nuclear energy and by exploiting alternative energy sources.

This has long been the Bonn Government's view but it has had trouble commissioning new power stations because of the opposition of local ecological groups. The Freiburg Oeko Institute, however, suggests that a more rational use of energy saving and insulation techniques in the home, industry and transport would be able to reduce total West German energy

needs by the year 2020 to 60 per cent of the present figure. That would allow the country to phase out nuclear power and to remove most of its dependence on oil. Coal and coal gasification, solar, biomass and other energy sources would be enough to sustain reasonable growth—that is, an anticipated doubling of the GNP between now and 2020.

IFO, taking a shorter-term view, sees no way of avoiding either oil imports, albeit significantly reduced, or nuclear power. However, it stresses the need for a rapid diversification because of six principal threats to the 1980s:

هكذا من العمل



Thailand's armed forces are no match for the battle-hardened legions of Hanoi, writes David Dodwell in Kuala Lumpur

## Vietnam's assault brings threat of wider war

EVER SINCE the 15-day blitzkrieg 18 months ago when Vietnamese troops swept into neighbouring Kampuchea, overthrowing the bloody regime of Pol Pot and installing its own puppet Government, Hanoi has assured the world it would always respect Thailand's territorial integrity.

The incursion at sunrise on Monday morning totally undermines what little credibility the Vietnamese Government had. As such, it raises the possibility that the Vietnamese may have wider territorial aims than simply that of occupying Kampuchea.

Even those who harboured hopes of slow progress towards a political settlement now recognise that the risks of a military confrontation have risen dramatically.

South-East Asia remains a focus of the Sino-Soviet conflict. Vietnam's 200,000 troops in Kampuchea are backed by massive Soviet subsidies as a means of checking the spread of Chinese influence. Another Vietnamese assault carries with it the risk of a clash between the two competing giants of the Communist world.

Reports from the Thai border are still confused and conflicting. Mr. Nguyen Co Thach, Vietnam's Foreign Minister, said from his beach retreat in Bali that the Vietnamese army had not crossed into Thailand at all.

His claim has credibility only because the border between

Thailand and Kampuchea is for long stretches poorly defined. But the border village of Noon Mark Moon—or what remains of it after the Vietnamese artillery barrage—was indisputably Thai territory, as were two other nearby villages held for 24 hours by Vietnamese troops.

It is still far from certain that Vietnamese troops have withdrawn on to Kampuchean territory along the 50-mile stretch of border that was the setting for Monday's fighting. But, after the assault, the most important question for the Thai military command is whether the Vietnamese had just completed a limited offensive—similar perhaps to China's "lessons" to Vietnam in May last year, when they wreaked extensive damage to Vietnam's northern border region—or whether it was the start of a more ominous offensive.

It is impossible to reach firm conclusions on the basis of information to hand. The 2,000 or more troops which crossed into Thailand are entrenched along the Kampuchean side of the border. A further 10,000 troops are understood to be close behind as a reserve force.

Large-scale movements further into Kampuchea, involving perhaps 30,000 troops, have been reported. But Thai intelligence reports implied that these troops were gathering for an assault on isolated strongholds of Khmer Rouge guerrillas known to be hidden in the rugged mountains south of the

Thai border town of Aranya-prathet. Sporadic firing continues across the border, with Thai aircraft making occasional swoops over Vietnamese troop concentrations along the border. It is uncertain how long this uneasy truce will be maintained.

It is possible that the Vietnamese aim was simply to preempt the Thai Government's decision to begin voluntary repatriation of Kampuchean living in the rain-soaked camps inside Thailand. If this was the intention, it has been completely effective. The Thais insist that voluntary repatriation will continue. But who will now voluntarily walk into Vietnamese trench emplacements.

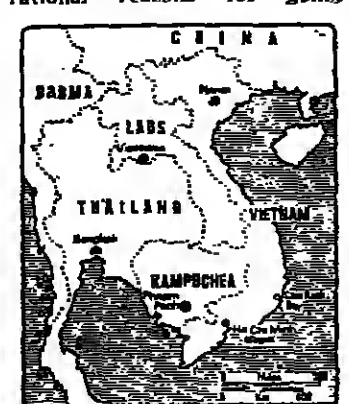
It is possible that the main Vietnamese aim is to swoop against Khmer Rouge strongholds inside Kampuchea. It would certainly be necessary to seal off the border if such an operation was to be mounted, because Khmer Rouge guerrillas in the past have quickly sought refuge in Thailand when faced with Vietnamese troops.

The assault creates a dilemma for the Thais. Militarily, they are in no position for the battle-hardened Vietnamese divisions facing them. Diplomatically, there is hardly any pressure they can bring to bear.

In any case, they are reluctant to respond until they are sure of the Vietnamese motive. The overriding reason seems to have been vehement opposition to the Thai policy

of voluntary repatriation initiated only a week ago. The Vietnamese leadership, may simply have felt a show of force was needed. There is a good reason to believe they wanted to clean up the border before the summer rains make military operations in the area impossible.

There seem to be few rational reasons for going



further and mounting a substantial invasion. While the Thais are in no military march, they would not be as easy a prey as the Khmer Rouge Government in January last year.

Similarly, a major attack on Thailand would probably draw the United States, and perhaps even the Association of South-East Asian Nations (ASEAN)—Malaysia, Singapore, Indonesia and the Philippines—as well as China into the military conflict.

Even the belligerent Vietnamese must balk at that. Vietnamese military resources are already stretched, and to expand supply lines to support troops deep in Thailand would prove daunting.

But the Vietnamese are not renowned for their rationality. To attack now, as ASEAN Foreign Ministers meet in Kuala Lumpur, is nothing short of foolhardy. It was widely believed that the ASEAN ministers were split over proposals to reach some kind of compromise with the Vietnamese. The attack has preempted any chance of appeasement, and thrown to the wind any prospect of dissent between the five ASEAN countries.

Perhaps Mr. Sinnathamby Rajaratnam, Singapore's hawkish Deputy Prime Minister, was right when he said yesterday: "These are men who are no longer in control of events. Surely if they were going to do this they might have waited until this conference of ours had finished."

From a Vietnamese point of view, the attack might make sense for two reasons. There is good reason to believe the refugees likely to return to Kampuchea under the voluntary repatriation scheme were strong Khmer Rouge supporters.

Despite Thai claims that the refugees had been sent back now so that they could plough their fields, it is more reasonable to presume that the

majority were returning to fight.

Of the 5,000 refugees to return to Kampuchea by Monday, at least 4,000 had come from Sa Keao camp, well known as a Khmer Rouge camp. There were reliable reports of coercion inside the camp by Khmer Rouge leaders. Any Sa Keao refugees who choose not to return are being taken to the nearby Khao-I-Dang camp by Thai military for their own safety.

A second cunning reason for an offensive is that the rainy season, now three weeks old, is traditionally the time when contending forces in the area reorganise and lick their wounds. It is usually the season of words and diplomatic manoeuvring. The attack not only has the quality of surprise, but it prevents the Khmer Rouge guerrillas inside Kampuchea from regrouping and consolidating their positions.

Whatever the motives, the Vietnamese have demonstrated yet again that they have scant regard for world opinion or for the value of discussion. They are remorselessly committed to staying in Kampuchea, and none can be in any doubt that they will back their commitment with force.

Their major fear must be of growing disaffection inside Kampuchea, and of disillusion among troops who may by now be battle-weary. They are only tolerated by the Khmers, traditional enemies of the Viet-

namese, because they were, and still are, marginally preferable to the genocidal regime run by Pol Pot.

The Khmer Rouge forces still inside Kampuchea, said to number just 30,000, are bound to become the focus of disaffection. They have scant support in the villages, where they continue to maintain control by terror, according to journalists who have recently travelled through western Kampuchea. But, in time, they could recover respectability as freedom fighters. Khmers could quickly flock to their banner as they become more disillusioned with the Heng Samrin regime kept in power by Vietnamese military might.

While the Kampuchean economy remains in chaos, with endemic food shortages and widespread malnutrition and starvation, there is scant chance of greater sympathy for Heng Samrin or his Vietnamese paymasters.

There has been constant speculation in Bangkok since January about the likelihood of a Vietnamese assault on the Khmer Rouge. There has been a steady trickle of reports of substantial troop movements, and of arms and other military supplies being moved closer to the border. Perhaps the Vietnamese felt they had prompted the Kampuchean watchers in Bangkok to cry wolf too many times for anyone to read anything sinister into the latest troop movements.

AP adds from Kuala Lumpur: Foreign ministers of the five ASEAN nations yesterday denounced Vietnam's incursions into Northern Thailand.

"The peace and stability of our region (is) being threatened by the continuing conflict in Indochina. We face in particular a tense situation along the Thai-Kampuchean border," Malaysian Foreign Minister Ahmad Rithanddeen told the opening session of the two-day meeting.

The ministers made last-minute revisions to prepared speeches to include references to reports of fighting along the Thai-Kampuchean border.

The conference's draft communiqué calls for a political solution to the Cambodian conflict and the immediate and total withdrawal of Vietnamese forces. "Whatever may be the causes, Malaysia looks upon this armed intrusion into Thai territory as an irresponsible and dangerous act," Mr. Hussein Onn, Prime Minister of Malaysia, said.

## New Chinese overture to India

BY TONY WALKER IN PEKING

CHINA HAS released a conciliatory commentary on the state of Sino-Indian relations, in the wake of a visit to Peking this week by Mr. Eric Gonsalves, India's Foreign Secretary.

The Chinese commentator said there was no fundamental conflict between the two countries, even though territorial differences remained. Efforts to improve relations with India are part of a general diplomatic offensive which China has engaged in recently, to make new friends or restore relationships with old ones.

China and India had enjoyed friendly relations in the 1950s despite a border dispute, he pointed out. But until the boundary question was settled, both sides could maintain the status quo, while developing friendly co-operation in all fields.

Mr. Gonsalves left Peking on Tuesday after several rounds of talks with Chinese officials, including Vice-Premier Ji Pengfei and Han Nianlong, Vice-Foreign Minister.

The tone of the commentary suggests progress was made towards further upgrading the

relationship between the two countries. Relations were virtually suspended for more than a decade after the Sino-Indian border dispute flared into open conflict in 1962, and were only restored to ambassador status in 1976.

India has reacted cautiously to the Chinese overtures. Indian diplomats said the Chinese proposals were being studied and would form the basis for discussions between Mr. Rao, the Indian Foreign Minister, and Huang Hua, the Chinese Foreign Minister, when they meet in New Delhi later this year.

## Tension in Bahrain follows Shia arrests

BY OUR FOREIGN STAFF

A POTENTIALLY explosive situation is building up in Bahrain, following the arrest in the early hours of Sunday morning of more than 50 members of a Shia religious society, Al Sanduq Al Hussein.

Efforts by relatives to see the detainees or to obtain their release have so far proved fruitless.

The arrests followed demonstrations during the previous week, ostensibly to mark the end of 40 days' mourning for a Shia leader alleged to have been killed in Iraq.

But many moderate Shia disassociate themselves from such

demonstrations, which they say have nothing to do with religion.

Gangs of stone-throwing youths have been quickly cleared from the streets by police using tear gas. It is not clear whether the boys and young men arrested on Sunday have been involved in violence, but a friend of one of them says Al Sanduq Al Hussein is strictly non-political.

Its purpose was to publish religious articles and call meetings in the mosques during the month of Ramadan which this year is in mid-July, and during Mubarram, in which Shias

mourn their prophet Hussein and re-enact his death.

Dissatisfaction among sections of Bahrain's Shia population, who make up just over half the total, is not of recent origin although Sunday's police action may bring it to the surface.

Permission was granted by the Prime Minister last month for private negotiations to be held between Sunni and Shia leaders. About 16 people were involved, and the Shia representative explained their grievances.

Among other matters, they asked for the release of all political prisoners, a number of

whom have been detained since the dissolution of the National Assembly in 1975, and complained of harsh treatment from the police.

A man present at the meeting said although they were Shia who regarded Ayatollah Khomeini as their Imam, they were Arabs who did not wish to be associated with Iran. One complaint was that they were "treated like foreigners."

Students—both Shia and Sunni—are also said to suffer considerable harassment from Customs officials when they return from university abroad.

## Vietnam-led troops dig in near Thai border

BANGKOK—Vietnamese-led troops dug into new positions along the Thai border yesterday, after a two-day raid into Thailand which left scores dead and wounded, and sent thousands of refugees fleeing.

Military officials said about 2,000 troops took up positions across the frontier from two refugee camps. Diplomats said some of the returning troops, who had penetrated about two miles inside Thailand, were moving northwards towards a base of guerrillas loyal to the ousted Khmer Rouge Government.

They said this could be the next target of the operation that has so far been conducted along a 65-mile stretch of the Thai-Kampuchean border. Other troops were headed for another Khmer Rouge base further south.

The Hanoi-backed Government in Phnom Penh blamed Thailand for the fighting, saying it had infiltrated Communist guerrillas into Kampuchea to fire on border guards, supported by Thai aircraft, artillery and armour.

AP adds from Kuala Lumpur: Foreign ministers of the five ASEAN nations yesterday denounced Vietnam's incursions into Northern Thailand.

"The peace and stability of our region (is) being threatened by the continuing conflict in Indochina. We face in particular a tense situation along the Thai-Kampuchean border," Malaysian Foreign Minister Ahmad Rithanddeen told the opening session of the two-day meeting.

The ministers made last-minute revisions to prepared speeches to include references to reports of fighting along the Thai-Kampuchean border.

The conference's draft communiqué calls for a political solution to the Cambodian conflict and the immediate and total withdrawal of Vietnamese forces. "Whatever may be the causes, Malaysia looks upon this armed intrusion into Thai territory as an irresponsible and dangerous act," Mr. Hussein Onn, Prime Minister of Malaysia, said.

# Robots. Hand-built by humans in Telford.



Unimate® are the world leaders in industrial robot production.

They made and installed some of the robots used on Fiat's Strada production line.

Unimate (Europe) Limited chose Telford as its base.

Now they are expanding into a prestige factory where they will be producing a new, highly precise, lightweight robot—PUMA™—designed to operate on assembly lines alongside human workers.


Telford, growth point of the West Midlands, has the space and skilled workforce needed by industry, yet is also set in unspoiled Shropshire countryside.

As an established community, Telford has the environment and choice of housing to make it an attractive place to live and work.

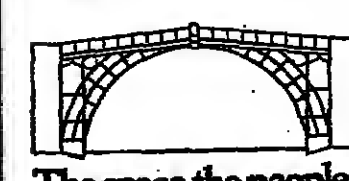
If you are going for growth, talk to the Telford team. Ask for Bob Tilmouth, Commercial Director on 0952 613131.

Telford Development Corporation, Priorslee Hall, Telford, Shropshire, TF2 9NT. Telex: 35359 TELDEV G

 Unimate PUMA

 Telford

The space, the people, the place for growing companies.

 Telford

The space, the people, the place for growing companies.

TELEDEV



## AMERICAN NEWS

Carter's support drops near previous lowest point

## Opinion poll gives Reagan a large margin

By Jurek Martin, U.S. Editor, in Washington

DWINDLING PUBLIC confidence in President Jimmy Carter's management of foreign policy has helped Mr. Ronald Reagan to open a useful lead over his likely Democratic rival, according to a major public opinion poll published yesterday.

The CBS News/New York Times survey, conducted within the last week, found only 20 per cent approving the President's handling of foreign policy and only 30 per cent his general performance in office. Both figures are near the low point of his Presidency, reached before the diplomatic hostages were seized in Iran last autumn.

Translated into electoral terms, the poll gave Mr. Reagan a 47 to 37 per cent lead over Mr. Carter in a two-man race. Extending the field to include Mr. John Anderson, the independent contender, Mr. Reagan had 41 per cent, Mr. Carter 30 per cent and the Congressman from Illinois 18 per cent.

The previous poll, taken in April, gave Mr. Reagan a tiny 44-43 per cent edge over Mr. Carter, but the President a 35-34 margin in a three-horse contest.

The margin revealed in yesterday's poll is bigger than that shown by other national polls, though the Anderson factor remains fairly stable at about 20 per cent. The CBS/New York Times survey also found about half the population dissatisfied with the Reagan-Carter alternative and more than 40 per cent still disenchanted after Mr. Anderson's name was added.

Mr. Robert Strauss, the President's campaign manager, was unmoved by this yesterday and



RIDING HIGH: Mr. Reagan at his California ranch.

predicted that Mr. Reagan would widen his lead during the summer, before falling back as the election drew closer and as the public focused more on the Republican candidate's position on the issues.

The survey provided some justification for Mr. Strauss's optimism. Support for both Mr. Reagan and, to a degree, Mr. Anderson, appeared to be more of a negative reaction to Mr. Carter, than identification with the stands taken by the other two: the President successfully made Senator Edward Kennedy the main issue in their struggle for the Democratic Party's nomination and will try to pull the same trick in the general election.

A sober reading of all the current polls suggests that Mr. Carter still faces a tough struggle, especially if his lingering contest with Mr. Kennedy remains bitter and if Mr. Reagan imposes unity on the Republican Party.

Yesterday's survey, for instance, found the parlous state of the economy to be a main reason for the President's unpopularity. Mr. Reagan was expected later yesterday to try to seize the economic policy initiative from Mr. Carter by proposing his own \$22bn tax cut package, to take effect next year.

A tax cut of this magnitude constitutes some retreat from Mr. Reagan's earlier advocacy

of a more sweeping 30 per cent, three-year reduction package advanced by his more conservative advisers. The paring-down reflects the influence of men like Mr. George Shultz, former Treasury Secretary, and Mr. Alan Greenspan, once head of the Council of Economic Advisers, who want to minimise the inflationary risks of excessive economic stimulus.

But the Republican Party needs to show that it is sensitive to the human problems created by the economic recession. The survey found that 31 per cent of those polled now believed unemployment to be the greatest economic problem, twice as many as in April, with 50 per cent emphasising inflation.

For his part, Mr. Carter has worked successfully in the past week to avoid being saddled with the more doctrinaire economic solutions advanced by the Kennedy wing of the Democratic Party.

The party's platform committee completed a week of meetings in Washington by voting down a variety of recommendations, such as wage and price controls, a \$12bn public works programme, additional taxes on the oil industry, and reimposition of energy price ceilings, advocated by Mr. Kennedy's supporters. These issues could yet be taken to the convention floor in New York in August, however.

## Fed credit controls 'not necessary'

By David Lascelles in New York  
THE MARCH credit restraint programme by the U.S. Federal Reserve Board was unnecessary and is having little effect on consumer spending, a member of the central bank's policy-making committee said yesterday.

Mr. Frank Morris, President of the Boston Federal Reserve Bank, is a man who has in the past taken an independent, though not necessarily outspoken, line at the Fed.

Mr. Morris commented to a financial meeting in New York State: "If it weren't for the psychological aspect of it, we would chuck it overnight." He also said that the sharp drop in consumer spending in the last couple of months has less to do with credit restraints than the huge volume of debt consumers had piled up during the past economic boom.

Although many independent economists share the view that the programme was too much, too late, it is unusual for a Fed official to voice doubts publicly about the wisdom of the bank's policies. Mr. Morris is a member of the open market committee which sets credit and monetary policy.

Despite his opinion of the Fed's credit controls, he does not believe that they will be abolished quickly, though parts have already been dismantled. He expects a gradual easing.

## Support grows for San Salvador strike

BY HUGH O'SHAUGHNESSY

THE GENERAL STRIKE called by opponents of the Salvadoran junta was yesterday 95 per cent successful in San Salvador, for the second day running. Its effects were more patchy outside the capital of the troubled Central American republic.

In San Salvador, heavily armed troops carried out intense patrols and manned road blocks. Colonel Jose Guillermo Garcia, the Defence Minister and a leader of the extreme right-wing group within the Salvadoran army, meanwhile denied charges that his troops had been involved in the massacre of 600 people last month as they were fleeing to neighbouring Honduras.

The charge had been made on Monday by Bishop Jose

Carranza Chavez of the Honduran diocese of Coban, who reported that Salvadoran troops had massacred the refugees, including large numbers of women and children, as they were crossing the River Sumpul into Honduras.

The accusation of massacre comes at a time when there is speculation that Guatemalan forces may intervene to help the increasingly beleaguered Salvadoran junta. The military regime of General Romeo Lucas in Guatemala City has been increasingly nervous since the overthrow a year ago of the government of President Anastasio Somoza in Nicaragua, and the installation of a left-wing Administration in Managua.

## Power stations Bill cut

WASHINGTON — The U.S. Senate has approved a Bill to convert power stations from oil to coal, but the measure fell far short of what President Jimmy Carter had sought.

Mr. Carter asked Congress to approve a \$10bn (\$4.27bn) Bill to convert 107 power stations but the Senate agreed on Tuesday night to change over 80 plants, at a cost of \$4bn. The Senate Energy Committee felt the other plants would be too costly to convert.

Mr. Carter estimated his Bill would cut U.S. oil consumption by 1m barrels a day. The Senate Bill would save about 300,000 b/d.

The Senate action, by a vote of 86-7, came a day after Mr. Carter and other Western leaders adopted a resolution at the Venice economic summit calling for increased use of coal, nuclear power and other alternatives to oil. The Bill now goes to the House of Representatives.

## S. Africa restricts Zimbabwe credit cover

By Bernard Simon in Johannesburg

IN A MOVE which reflects the uncertainty of South Africa's political and trading links with Zimbabwe, the South African Credit Guarantee Insurance Corp (CGIC) has placed restrictions on credit insurance for exports to Zimbabwe.

The CGIC has advised policy holders that it will insure a maximum of only 25 per cent of the exporters' sales to Zimbabwe the previous year. "We're encouraging exporters not to ship goods until previous shipments have been paid for," a CGIC official said yesterday. "We don't want to reduce the volume of exports, but we don't want to increase our liability at any one time," he added.

South Africa's export credit guarantee scheme is underwritten by the Government, and the decision to restrict cover for Zimbabwe was taken by a committee which includes senior Government officials. Politics and commercial considerations played a "50-50" part in the decision, according to the CGIC official.

A senior Department of Commerce official said it was "rather difficult to comment" on the decision.

South African exporters have reacted "rather strongly" to the restrictions, according to Mrs. Anna Forrest-Smith, intelligence manager of the South African Foreign Trade Organisation (SAFTO). However, there has been no noticeable fall-off in sales since Zimbabwe's independence, she added. "We regard Zimbabwe as just another potential African market which has difficulties and opportunities," Mrs. Forrest-Smith said.

No official figures are published of South Africa's trade with Zimbabwe. Exports to the whole of Africa totalled \$748m (\$413m) last year, of which probably at least half went to Zimbabwe.

Meanwhile, there are indications that South Africa has begun trading with Angola on a fairly regular basis, for the first time since that country's independence in 1975. According to traders in Johannesburg, Angolan purchases of South African foodstuffs have increased significantly in recent months.

## Laker renews application for HK route

By Philip Bowring

LAKER AIRWAYS has re-applied to the Hong Kong Air Transport Licensing Authority for permission to operate between Hong Kong and London. The application seems certain to be granted.

Although the authority is independent of the Government, Sir Murray Macdonald, the Hong Kong Governor, has made it clear that the Government will give its full backing to the application.

He said in Hong Kong: "In all fairness, we could not do less" than support the decision of the British Government to allow Laker as well as Cathay Pacific and British Caledonian to operate to Hong Kong in competition with British Airways, which up to now has had a monopoly on the route.

Originally, the Hong Kong authority gave the go-ahead to Cathay and British Caledonian but not to Laker. The British authority gave permission only to British Caledonian. But that ruling was overturned last week by the Hong Kong Government. Mr. John Nott, Secretary for Trade, who decreed an "open skies" policy for British airlines on the Hong Kong route.

## Moves to settle U.S. Steel dispute

BY GILES MERRITT IN BRUSSELS

THE EUROPEAN Commission is assessing the chances of a negotiated settlement backed by President Jimmy Carter which would end the U.S. probe into alleged dumping by all 14 major EEC steel makers and remove a threat of \$2bn-worth of steel exports to the U.S. being lost this year.

Hopes of a deal on the U.S. EEC steel dispute have risen following the personal initiative of Mr. Roy Jenkins, EEC Commission President, at the recent Western economic summit in Venice. The anti-dumping action brought by the U.S. Steel Corporation is reducing American orders for

EEC steels to a trickle.

President Carter has undertaken to study an option paper which the U.S. trade representatives' office will draw up to list the ways in which the steel problem might be solved. But U.S. officials in Brussels were yesterday making it plain that few, if any, of the options would be politically appealing to the President in an election year.

Broadly, the courses of action likely to be proposed to President Carter range from agreeing a number of financial and environmental concessions to U.S. steel producers to offering the re-introduction of the trigger price mechanism at

a level that would raise EEC steel prices considerably.

In either case, U.S. steel would be asked to drop its complaint. The political cost to the White House, though, could be to unbalance the precarious Federal budget or to incur the wrath of the powerful environmentalist lobby.

An alternative outcome is now believed in Brussels to be a Presidential decision to halt the investigation being carried out by the International Trade Commission in Washington by opening new U.S.-EEC negotiations on a steel price settlement. In that case, the U.S.

Commerce Department would hold talks with the EEC steel-makers or the Brussels Commission.

The longer-term outlook for new talks, however, is less attractive to the EEC steel industry. The margins of European dumping now understood to be established by the ITC investigation range up to 45 per cent, while under U.S. law any price settlement would be required to reduce those dumping margins by 35 per cent. This would mean that the EEC steel industry could be forced to raise its U.S. prices by 30 to 40 per cent, thus losing its competitive edge.

## UK exports to Iran hold steady

BY ANDREW WHITLEY

BRITISH exports to Iran have held up well following the imposition of limited economic sanctions last month, judging by the orders being handled by British-based freight forwarders. One forwarder, F. G. Hammond International, claimed yesterday that it was consolidating almost as much traffic for Iran as it was before the February 1979 revolution. Competitors, however, feel this may be an exaggeration in the light of the sharp fall-off in overall trade experienced by all British companies since the revolution boom.

Even so sanctions appear to

have caused only a momentary pause as British companies took stock of the situation before signing new contracts. Stocking up in advance of the sanctions deadline, May 28, is reflected in the latest British trade statistics. These show exports to Iran totalled \$54m in April, the highest monthly figure of the year.

In the first five months of 1980 exports totalled £170m, more than double that recorded in the comparable period of the previous year, when the effect of the revolution's disturbance was still being felt. However

at constant prices British exports to Iran are still only a third of the level reached in 1978.

F. G. Hammond said yesterday it did not expect to see any noticeable decrease in its traffic to Iran as a result of the British Government's decision to ease the terms of sanctions. This prediction was confirmed by Davies Turner, a major freight forwarder to the Middle East.

Both say they are currently despatching about six trailers loads of groupage traffic a week, in addition to special full loads.

## Dutch admit Algeria LNG delay

BY MICHAEL VAN OS IN AMSTERDAM

GASUNIE, THE state-controlled Dutch gas distribution monopoly, has finally admitted that Algerian liquefied natural gas shipments to the Netherlands will be delayed.

The contract, signed several years ago, for the import of 5.6bn cubic meters of LNG from mid-1983 is expected to be delayed by at least a year, the company said in its "annual gas marketing plan." Gasunie said it expects the Algerians to honour the contract. "It

has still not been cancelled, and we can hardly go into reports in the Press that would indicate the contrary," it says. Speculation has been rife for many months that the political changes in Algeria after the death of President Boumedienne has meant less emphasis on investments in the oil and gas sectors in favour of agriculture and housing. This would have meant that the extremely expensive facilities to be built at Arzew, Algeria for the Dutch

export order has been shelved indefinitely.

Meanwhile, the domestic gas supply picture continues to look bleak. The past five years have seen reserves, destined for home consumption, have remained stable thanks to an upwards valuation of reserves and the import contracts signed since 1975.

The "assured reserves" amounted to 17 trillion cubic metres in January with 1.5 trillion from imports, including the 100bn from Algeria.

## Soviet gas negotiations advance

FINANCIAL TIMES REPORTER

A GROUP of West European companies has been negotiating with the Soviet Union for the past 18 months about the purchase of some 1.4 trillion (million million) cubic feet annually of Siberian natural gas and the financing of a pipeline to transport it from western Siberia.

Officers of several of the companies, which include Ruhrgas of West Germany and Nederlandse Gasunie of The Netherlands, say a top Soviet official

hinted that a decision would be made this summer. The Dutch company cited "strong indications" from the Russians that they would approve the project. Ruhrgas, which is 14.8 per cent owned by Shell, estimates that the pipelines would cost about \$11.4bn and it hopes that gas deliveries could start around 1985.

Ruhrgas has already signed a contract for the import of Soviet gas into southern Germany, and this is expected to build up to

10.5 trillion cubic feet by 1981. If the project goes through, it will more than double the Soviet Union's gas deliveries to Western Europe. The project also spotlights Western Europe's growing trade with the Soviets in the sensitive area of energy.

According to the International Energy Agency in Paris, the Soviet Union exports roughly 1m b/d of oil daily to Western Europe — or about 7 per cent to 8 per cent of the region's total consumption.

## UK groups to extend W. German operations

BY ROGER BOYES IN BONN

MOST BRITISH manufacturers active in West Germany intend extending production in the country in spite of some dissatisfaction about profit margins. This is one of the main conclusions of a comprehensive study of British subsidiaries in Germany carried out by the British-German Trade Council.

The survey, embracing 143 British subsidiaries, seems to reinforce the view that factors such as high productivity, stable labour relations and market proximity outweigh the importance of short-term earnings when it comes to investing in Germany.

Almost three-quarters of the manufacturing subsidiaries questioned plan to broaden production within the next five years in order to increase their market share. Most plan to extend their existing works but

only 16 per cent intend building new factories.

Subsidiaries of sales companies, however, were less enthusiastic about starting new production in Germany: only 14 per cent were planning any kind of move. Others maintained that their companies would select cheaper or at least more capital intensive production facilities. Some 75 per cent of the manufacturers described productivity as good while the remainder were divided in their comments between "excellent" and "satisfactory." Similar sounds were made on labour relations.

About 25 per cent of the subsidiaries said they were dissatisfied with profits. This is a frequent complaint of overseas investors in Germany who find themselves burdened by high wage and social benefit

costs and generally expensive overheads.

A study published this week by the Cologne-based Institute for the German Economy, showed that labour costs in manufacturing industry had risen by 124 per cent over the past decade, from DM3.92 an hour to DM21.14. By contrast U.S. labour costs had risen by only about 7 per cent, from DM15.80 per hour to DM16.95, while British costs had risen by 74 per cent, from DM15.86 per hour to DM10.20. Quite apart from the implications this has for Germany's competitiveness — only Belgium, Sweden and the Netherlands have higher costs among the Western industrialised nations — it is clearly a deterrent for concerns wanting to expand.

Thus, more than 60 per cent of the manufacturing sub-

sidiaries who told the Council they intended to expand capacity, expected to create fewer than 20 new jobs. While the respondents probably erred on the side of caution, this none the less reflects the British concern with wage bills in Germany.

It is clear, though, that the sales performance of British subsidiaries to a large degree justifies the expansion plans. In a separate survey of 137 British companies, the British-German Trade Council found an overwhelming majority reported improvement in sales and new orders. The respondents, again drawn from traders in consumer, investment and basic goods, tended to attribute this to better marketing efforts (strengthened sales organisation for example). The general investment climate and improved delivery

## World Bank finds the gap between promise and practice

BY DAVID BUCHAN IN WASHINGTON

THE WORLD BANK'S brand new scheme for giving speedy balance-of-payments support to hard-pressed Third World countries while they adjust to the harsher economic climate of the 1980s has already run into a spot of bother. One of its first customers, Kenya, has failed to set about the structural reforms the Bank is insisting on. So, this month it did not get the \$35m second slice of the \$70m credit it negotiated in March.

Bank officials put it down to teething problems in the agency's controversial "structural adjustment" lending programme, which started this spring.

So far, the Bank has made three such structural loans—to Kenya, Bolivia and Turkey—totaling \$320m. It will be in the range of \$600m to \$900m in the coming 12 months. This is small compared with the Bank's overall \$1.1bn a year operations, and tiny in relation to the \$91bn current account deficit which it estimates oil-importing developing countries will incur this year.

But it could answer a crucial need: to encourage developing countries to make some painful re-adjustments to their

economies, while at the same time preventing their foreign exchange reserves being bled white in the interim by higher oil prices.

In this worthy cause, the Bank is none the less wading into deeper political waters—some might say, out of its depth. At recent bank board meetings, executive directors representing some developing countries have expressed fears that the bank, like the International Monetary Fund, could be drawn into domestic disputes over its policies. For the first time in Latin America the bank has been bracketed with the IMF in critical wall slogans.

Of course, even the bank's standard project aid is not free of sensitive conditions. For instance, it insists that an economic rate of return from a power plant if finances should not be squandered on subsidised low electricity rates. Energy costs are a political hot-potato—as Mrs. Margaret Thatcher, Britain's Prime Minister, found out when she bumped up natural gas rates.

The Bank recently pointed out bluntly to Ecuador, a prior member of the Organisation of

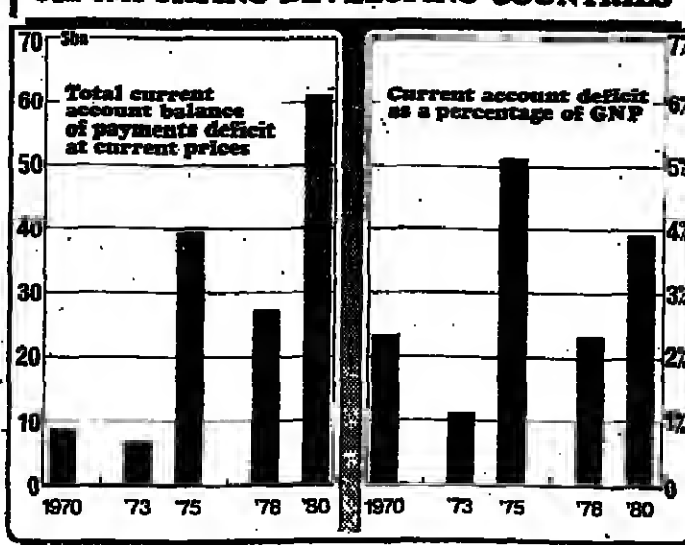
Petroleum Exporting Countries and getting relatively poorer, that it could not go on expecting Bank aid if it persisted in selling its petrol at 18 cents a gallon.

The Kenyan experience, thus far the only real case study, is instructive. In return for a \$70m credit—some of which came, in fact, from the European Community—the Nairobi Government committed itself to phasing out rapidly any more import protection than was needed to put export incentives on a better footing, keeping a better record of its public and private external debt, raising interest rates to a higher uniform level, and altering its forward budget planning to spend more on maintaining such existing public investments as roads and less on new ones.

Bank officials say President Daniel Arap Moi's Government promised willingly to do all these things, setting out its intentions in detailed White Papers. But doing them proved another matter.

However, a World Bank team is to visit Nairobi next month, and there is little doubt that the whole loan will eventually go

## OIL-IMPORTING DEVELOPING COUNTRIES



through the structural loan programme has put Mr. Robert McNamara's World Bank in a classic bind. It cannot treat recipient countries quite as schoolchildren—they make up the 134 sovereign countries which sit on its board. But if there is not a touch of the

schoolmaster in the Bank's leading conditions, it might lose the confidence of the rich countries which fill its coffers, and of commercial banks which lend to it.

The dilemma is reflected in Janus-like statements by Bank staff. Aware that their conditions may be a tall order for

some Governments and vested interests in the Third World, officials say they will be flexible about just how and when their terms are met.

"We are not in the business of engineering political revolutions," says Mr. Munir Ben-jenk, a Bank vice-president whose home country, Turkey, will soon come under scrutiny for its \$200m structural loan.

On the other hand, the Bank is in the slightly awkward position of lending quickly, asking only a long-term return. On its run-of-the-mill programme of an average 250 projects a year, it normally pays out its loans over seven years as the project is completed and bills come due. Structural loans will be paid out fast, within 18 months.

Yet the money will be repayable on the standard terms of around 15 years, or, in the case of a credit from the International Development Association, the Bank's soft loan agency for the poorest countries, over 50 years.

Might recipients just "take the money and run"? The Bank, which has a Triple A bond rating and never a loan

default in its history, scoffs at the notion that there might be any increase in risk. "We can't foreclose on a chunk of desert, but even in the direst situations developing countries take very seriously their financial responsibilities," commented one official.

It is not just that a defaulter would get no more Bank aid or loans. If a developing country is as much as 30 days late on its repayments, the other 133 of the Bank's member governments are told.

"Just think what it would do to your mastercharge or visa, if every time you were slow on one payment all your credit sources were advised in writing," Mr. Eugene Rothberg, the Bank's chief financial officer, said wryly.

Nor does the Bank intend to be a softer touch than the International Monetary Fund. Its conditions may be set in slightly woollier and less precise quantitative targets than the Fund's. But Bank officials see little likelihood of a country turned down by the Fund getting a structural adjustment loan across the Washington street at the World Bank.

Tragically for just such a loan to Tanzania have not been interrupted by that country's recent angry break with the Fund. But the Bank has been unlikely to come to fruition until Tanzania's financial policy would satisfy the Fund.

One way out of the "lend now, pay later" dilemma is for the World Bank to support structural economic reforms which Governments have already taken. This will be the case if, in the next month or so, the Bank completes its loan negotiations with the Philippines, which has already completed 90 per cent of the re-amping of its export/import policies which the Bank wants to see.

That, however, would channel Bank structural loans to countries with fundamentally well-managed economies, the temporary foreign exchange difficulty. Countries mentioned as potential customers for structural loans — South Korea, Thailand, Senegal, Barbados, Morocco, Malawi — happen to fit roughly into this category. The rest may decide they are better off sticking to the World Bank's project loans.



# FLYING LESSONS OPTIONAL.



Apparently some drivers are taking our claims for the Beta Coupé just a little too seriously.

Admittedly it is designed to go from 0 to 60mph in only 8.9 seconds. But that's no excuse for trying to prove it on a Sunday afternoon drive along country lanes.

We know we've claimed its roadholding is like driving on rails, but really there are limits. And taking a tight hairpin at 70 could well be one of them.

There's also no excuse for seeing if our 2 litre model actually can make it to 118mph. Especially when there's a patrol car waiting at the other end of Park Lane.

Of course it's tempting to drive a Beta Coupé fast. That's what we designed it for. But there are other things to appreciate when speed is just a secondary consideration.

Even in a traffic jam we think you'll enjoy casting an eye over an instrument panel that wouldn't look out of place in Concorde.

And we're sure you'll relish sitting back while other drivers cast envious glances at the styling of your Beta Coupé. We've even found a way to offer you air conditioning that doesn't consist of a bigger heating unit.

It's called the Beta Spyder. And basically it's a Beta Coupé with the chance to take the lid off.

In fact, however slow you're forced to drive our cars, we think you'll find they have their advantages.

But if you do decide to push them to their limit, we recommend you take a few lessons before flying solo.

Write to Lancia Marketing, Freepost, P.O. Box 36, Hayes, Middlesex, for full information on the Beta Coupé and Spyder.

## LANCIA BETA COUPÉ



Performance figures taken from Car Magazine, May 1980, and apply to the 2000 Coupé. The Lancia Beta Coupé and Spyder range costs from £25050.60 to £26788.54. All prices correct at time of going to press and include car tax, VAT at 15%, inertia reel seat belts and delivery charges on UK mainland, but exclude number plates.



## UK NEWS

## Advertising revenue 'likely to be cut'

By Michael Thompson-Noel

ADVERTISING SPENDING last year exceeded £2bn for the first time, according to Advertising Association figures published today. But the association says in real terms the gain on 1978 was less than 1 per cent. It warns that with recession looming activity has levelled.

Most signs indicate sharp cuts by this autumn, and growth is unlikely to return for at least 18 months. But fears of an advertising slump as in 1975-76 are probably exaggerated.

Spending last year was £2.13bn, compared with £1.83bn in 1978. This represents 1.9 per cent of consumer spending and 1.34 per cent of GNP. In constant 1970 prices, the advertising spent last year was £651m, an increase of only by the peak years of 1973-74.

"In real terms, 1979 was a year of virtually zero growth in advertising expenditure," says the association. Even without industrial disputes, only very modest growth would have been expected.

Revenue lost during the ITV strike last autumn is estimated at £105m, two-thirds of which was spent on television or on other media. The absence of Times Newspapers for most of the year depressed spending.

The regional Press gained by those disputes. Regional Press advertising last year was £593m, 28 per cent of the total. Television earned £471m or 22 per cent and national newspapers £347m or 16.3 per cent.

Sharp gains were shown by the minority media: magazines, posters, cinema and radio.

Mr. Jim Penny, chief executive of the Regional Newspaper Advertising Bureau, said yesterday: "Regional newspapers increased their revenue 23 per cent during the year, compared with rate increases of less than 14 per cent."

But long-term trends in media spending were complicated by last year's strikes and production losses, and may change rapidly with Britain's second commercial television channel, and the European satellite TV.

The advertising business prospered since early 1977, though the boom is fading fast. Classified advertising has dipped sharply and the dramatic gains of the ITV companies this year are losing impetus.

## M &amp; S 5% curb on clothes prices

BY DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

MARKS AND SPENCER will keep its price rises for clothes down to 5 per cent or less this autumn, compared with an expected general 12 per cent increase in clothing prices.

This move, which was announced yesterday by Marks and Spencer chairman, Lord Sieff, at the company's annual general meeting, clearly reflects the company's determination to keep its prices strongly competitive with other High Street retailers when the retail trade is facing its most difficult period for some years.

Last autumn Marks and Spencer's £11m-worth of price cuts made it the first major retailer to tackle the problems raised by the end of the boom in fashion retailing.

Lord Sieff said yesterday this campaign led to increased sales and helped suppliers maintain "reasonable levels of production." But he admitted that with accelerating inflation and unemployment since Christmas "our clothing sales—though better than last year—were below estimates."

The Marks and Spencer response has been to concentrate on "more classic and elegant styles in women's wear at easier prices."

Lord Sieff told shareholders the company had no intention of reducing the quality of its goods.

Two main problems for Marks and Spencer and other clothing retailers have been the variable weather and the popular rejection of more extravagant clothing styles. Retailers, generally, have started to concentrate their styles on more classic patterns but this has not compensated for the poor weather this summer which has depressed sales.

Marks and Spencer faces the problem of low-priced textile imports which undercut UK-made products. Lord Sieff pointed out to shareholders that while 60 per cent of all shirts sold in the UK were imported, 99 per cent of all M & S shirts were British-made.

In the last financial year, Marks and Spencer increased its pre-tax profit 7.5 per cent to £173.65m. Sales were about 13.2 per cent higher at £1.67bn. The Argos discount stores group said yesterday that it was launching a special price-cutting promotion from next week on 370 products. This is the first time that Argos has issued a special supplement to its main catalogue in support of a summer promotion.

## Industry 'hit by traffic chaos'

BY LYNTON MCLAIN

BRITISH INDUSTRY has suffered severe economic losses because of traffic congestion on southern parts of the M1 motorway, MPs were told yesterday.

"It cannot be questioned that the M1 is congested and that the motorway reaches beyond its design capacity at times," Mr. Trevor Hughes, deputy secretary for Roads in the Transport Department, said in evidence to the Commons select committee on transport.

The M1 is a dual carriageway for much of its southern length; this, and the need for regular repairs, resurfacing and even complete reconstruction arising from higher than forecast traffic flows and building problems, are mainly responsible for the delays.

But Mr. Irving Yass, assistant secretary for highways policy in the Transport Department, told committee MPs: "It now takes very little to cause a major disruption on the M1. Even changing a light bulb or maintaining the central crash barriers causes enormous disruption and a great deal of economic waste."

MPs also asked about traffic congestion in the rest of Britain. Mr. Yass said the last urban congestion survey—in 1976—showed traffic flows had hardly changed since 1967. Average speeds had risen 20 per cent. The reverse was true in London which was more congested than ever.

The select committee is investigating how the Government arrived at its priorities for roads outlined in the Policy for Roads White Paper published earlier this month.

Mr. Peter Fry, Conservative MP for Wellingborough, and yesterday's chairman of the select committee, asked if Transport Department planners accounted for the effect of road plans on industry's distribution costs.

Mr. Hughes: "We do not do this specifically at the moment, but whether we should give more weight to that factor is something I would like to think about."

But the Transport Department does include in its cost benefit analysis exercises before a decision on a road is taken, "a measure of how much faster lorries will go" if a road is built.

Mr. Hughes refused to be drawn on what account, if any, the Transport Department took of the possibility that the maximum permitted weight of lorries may rise.

Britain's hauliers and transport interests joined the National Farmers' Union in a Court of Appeal action yesterday to reverse the "Windsor Cordon" lorry ban, which costs industry £523,000 each year.

The Freight Transport Association, the Road Haulage Association and the NFU have lodged an appeal against an earlier ruling by Mr. Justice Neill, in December 1978, that Berkshire County Council was legally entitled to impose the ban.

The council introduced the ban in the summer of 1978 by sealing off some 25 yards and 50 yards stretches of road, and around Windsor. This had handed heavy lorry traffic from an area of 40 square miles around the town.

The Freight Transport Association is basing its appeal on an interpretation of the Road Traffic Regulation Act 1967.

## BPC wins large share of £126m TV Times contract

BY JAMES McDONALD

THE BRITISH PRINTING Corporation has won the lion's share of a new seven-year printing contract for the production of the TV Times.

The contract, worth £126m overall, has been placed by Independent Television Publications among eight companies, five of which are members of the BPC group.

From the end of July next year, Eric Barmore, the Liverpool subsidiary of News International, will lose the exclusive printing contract for the 34m weekly copies of the TV Times, to all its 13 regional ITV editions, which it has held since 1974.

It is understood News International—the Sun, News of the World, the Barrow's Organisation—decided not to make the investment in Eric Barmore needed to renew the contract.

Mr. R. W. Phillips, managing

director of Independent Television Publications, said yesterday he regretted the need to move from Eric Barmore. "Our companies have enjoyed a close relationship over a long period and the loss of this work is not going to be easy for them to replace."

"However, they did not see their way clear to make the investment necessary to meet our new requirements both in terms of schedule and the number of pages which we consider essential for the future. Accordingly, we were forced to look elsewhere."

The British printing industry was invited to tender for the new TV Times, with a maximum of 145 pages (96 at present) and with provision in the 1980s for the Fourth Channel. "Ability to meet the stringent requirements" of the new schedule both in time

and quality had been the main consideration, said Mr. Phillips. It is believed the Odhams group was among those competing for the contracts.

The contract is split into two segments, covering gravure and offset colour printing. It is worth more than £18m a year, with nearly £15m of this going to BPC companies. Total investment by the eight companies will be £20m, with £16.2m of this coming from the five BPC subsidiaries.

Gravure printing, representing more than half the £18m a year print total goes to Sun Printers of Watford (BPC). Offset sections will be printed by Carlisle Web Offset, Carlisle (Odey Printing Group), Betty and Sons, Leeds (BPC), Chromo-works, Nottingham (BPC), and Severn Valley Printers, Caerphilly (St. Ives Group).

High-quality colour out-

covers for the magazine will be printed by Ben Johnson of York. Typesetting and reproduction work for late offset sections will be placed with Waterlows of Dunstable (BPC) and M. Studios of Luton (BPC). Under the terms of the new contract, the 18-ITV regional programme sections of 32 pages will be divided between the printers at Carlisle, Leeds, Nottingham and Caerphilly and will be combined with a magazine section of up to 112 pages produced by Sun at Watford.

To handle its section of up to 112 pages, which will bring its work to £10.9m in the first year, Sun is buying two of the most modern 13-unit printing presses at a cost of £1m—by far the biggest single investment out of the total £20m involved. The other printers will also spend heavily on printing and binding equipment.

## Manchester campaigns in Brussels

BY JOHN WYLES

ADOPTING THE principle that "if it is there you cannot ignore it," a delegation from Labour-controlled Manchester City Council has put aside some individual distaste for the EEC and mounted a promotional campaign in Brussels.

The two-day programme is focused on an exhibition at a Brussels hotel, showing Man-

chester's attractions for manufacturing industry, marketing and distribution.

The ten-strong delegation, which included representatives of Manchester's Chambers of Commerce and Trade, says Brussels has been chosen for the city's first serious promotion abroad because "if we're going to tap the vast wealth within the EEC, then

we have to come to Brussels." There was no question that the Councils were bringing a "begging bowl" for EEC money. But in talks with European Commissioners and officials they stressed how useful Community money would be in helping to pay for a £18m extension to the Manchester airport runway.

They also handed out copies

of a glossy 64-page booklet stressing the city's importance as a base for business. "All Britain's leading national daily newspapers have their northern editions edited and published in the city and points out that 'the important news, gathering agencies, trade and technical journals and the Financial Times also have offices in the city.'"

## Bristol joins queue for financial aid

BY ROBIN REEVES

BRISTOL YESTERDAY joined the growing number of UK local authorities seeking Community Market financial aid to bolster their local economic and social infrastructure.

A delegation led by Mr. Claude Draper, leader of Bristol City Council, flew to Brussels armed with a shopping list of investment projects totalling some £40m for which they are seeking some kind of EEC backing contribution.

The projects include invest-

ment of a further £10m in improving and extending the handling facilities of the recently-opened Royal Portbury Dock at Avonmouth, and diverting of the A38 trunk road to allow Bristol's municipal airport at Lulsgate to be extended at a cost of £7m.

EEC assistance would also be welcomed for a new motorway access and major extension to the Avonmouth industrial warehousing complex, the development of other industrial estates and premises in and around the city, and the regeneration of

the inner city area, a major preoccupation since the St. Paul's riots earlier this year.

During the Brussels visit, the Bristol delegation is meeting officials of the European Investment Bank, the Regional Development and Social Funds, and other potential sources of EEC money. While they recognise that the main thrust of the EEC's investment effort must be directed to the economically weaker parts of the Community, the city fathers say the whole of the south west region, and even

South Wales, depends on maintaining a balanced, dynamic and prosperous economy in the greater Bristol area.

They believe this is now in jeopardy. Since the mid-1960s there has been a serious decline in manufacturing jobs, due primarily to technological change, the aircraft sector has been overcapacity, products of international policy decisions and the port has been threatened by changing shipping needs.

## Record set for work by Munnings

A TYPICAL work by Sir Alfred Munnings "The start at Newmarket" sold for £126,000, plus the 15 per cent buyer's premium and VAT, at Sotheby's yesterday. It was a record price for any 20th century British artist, beating the £110,000 paid in February this year for a portrait work by Edward Wadsworth. The buyer was the London dealer Richard Green.

The sale of modern British pictures made £537,255, and only 12 per cent bought in "Easter Mood," Helen Daur-

ment, 1916." By Sisker went for £22,000 and a portrait of Trelawny Dayrell Reed by Augustus John for £19,000. Another Munnings, "Out exercising" sold for £16,500.

On Tuesday Christie's disposed of the late Baron Hatvan's Old Master drawings.

SALE ROOM

BY ANTONY THORNCROFT

## South-east MPs criticise Southern Water Authority

BY ROBIN PAULEY

ALLEGATIONS OF poor performance and no accountability have been made against the Southern Water Authority by a deputation of south-east MPs. They have urged Mr. Tom King, Local Government and Environment Minister, to refer the authority to the Monopolies Commission as soon as possible.

They also urged Mr. King to ensure that the authority, which stretches from Hampshire to Kent, sets up a finance committee to introduce some effective financial control.

The MPs told Mr. King that the structure of the authority did not make it sufficiently accountable to consumers, who were concerned at the recent large increases in water charges and the moves towards direct billing.

The MPs said it was deplorable that the authority had gone ahead with direct billing, in spite of their representations and objections, when there was no prospect in the foreseeable future of a general move to charging by recording consumption on individual meters.

Mr. King replied that he was already reviewing ways in which the performance and accountability of water author-

ties could be improved. He had told the Southern Water Authority emphatically, for example, that staffing levels should be reduced.

The Government is very concerned about both rising water charges and the structure of water authorities. The Environment Department is looking at the possibility of metering domestic water consumption, but installing meters in every house would cost about £1.5bn. There would also be the additional staff costs involved in reading all the meters.

The Department is also examining the problem of demand increasing to the point where it will soon exceed supply unless domestic consumers reduce their consumption significantly.

A long-standing complaint about water authorities has been the lack of consumer representation on the boards. A new consumer body to represent the consumer interests is under consideration by the Government.

British Waterways' income from freight tolls rose to £920,700 last year, compared with £824,400, in 1978 according to the annual report published today.

## Mechanical handling 'faces more competition'

By Hazel Duffy, Industrial Correspondent

FURTHER rationalisation in the diverse mechanical handling industry will be forced on UK manufacturers in the next few years because of very high levels of overcapacity, predicts a report from the Economist Intelligence Unit published today.

The report estimates that the real value of sales by the industry declined considerably last year—actual sales totalled about £1.05bn against £1.03bn in 1978.

Although the industry continues to be a net exporter, rising import levels in all sectors have greatly increased competition in a home market which has already been contracting.

Exports, which accounted for much of the growth in this industry in the early 1970s, has become much more difficult recently.

A breakdown into the main sub-sectors of mechanical handling and their prospects follow in the report. Counterbalanced forklift sales are forecast to decline by 15 per cent this year, and crane and hoist sales by over 15 per cent. For the industry as a whole, sales are expected to decline by 12-15 per cent.

The report contends, however, that the industry is capable of surviving into more favourable times, provided the current problems do not inhibit its expanding into growth areas, such as automated warehousing.

It emphasises that there is also more scope for British companies in overseas markets if they develop the more sophisticated technical aspects of their industry and become more expert in providing a total systems capability.

Mechanical Handling Equipment in the UK. EIU, 27 St. James's Place, SW1A 1NT.

## Fund manager jailed for 7 years

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

MR. ANDREW MACFARLANE, a pension fund investment manager who stole £1.6m, was jailed for seven years yesterday.

Mr. Macfarlane pleaded guilty at Liverpool Crown court to stealing the money from the Universities Superannuation Scheme (USS). He was sentenced to five years on two short charges consecutive to two years in false accounting charges involving £150,000, which he also admitted.

Mr. Richard Hamilton, prosecuting, said on March 24 and 25 Macfarlane telephoned a Liverpool branch of the National Westminster Bank and ordered it to transfer £1.6m from USS's

account to the Angel Court branch of Barclays Bank in the City of London, to the account of a firm of investment brokers. He authorised the transfer by adding it to a USS letter authorising other, legitimate, transactions which had already been signed by USS's chief executive.

The investment brokers bought 5,700 Krugerrands on Macfarlane's behalf. He then arranged to sell them at a considerably lower rate to bullion dealer's Shaw Cavendish, of Chester.

The transaction had almost been completed when Shaw Cavendish rang USS and found that Macfarlane no longer

worked for USS. As USS never dealt in Krugerrands, the police were informed and Macfarlane was arrested on April 8. He had air tickets to Malta in his pocket.

Mr. Hamilton said £1,309m of the £1.6m had been recovered and 150 Krugerrands worth about £40,000 were still missing. Whao Macfarlane joined USS in 1977 it had not known that he had been convicted for dishonesty while working for Barclays Bank Trust Company in Bournemouth and jailed for 18 months.

The judge, Mr. Justice Balcombe made a criminal bankruptcy order against Macfarlane in the sum of £1.55m.

## CBI plan to ease interest burden

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

CONFEDERATION OF British Industry proposals for easing some of the interest rate burden on industry are to be pressed on the Government by leading Tory backbenchers in the current committee stage of the Finance Bill.

The CBI proposal is that companies should be able to disclaim tax relief on some or all of the interest paid to banks, and to transfer this relief to the banks in return for lower interest charges.

At present all companies may offset their bank interest payments against their own tax

liabilities so that if a company is paying tax, the after-tax cost of bank borrowing is only 48 per cent of the gross cost. If a company has no tax liability for the current year, it may carry its tax loss forward but it can get no immediate relief from the full burden of interest rates.

The proposal would aid companies who have tax allowances greater than their taxable profits, such as those with heavy recent investment programmes, and groups which are making losses, and are particularly hard hit by high interest rates.

The transfer of the tax relief to the banks would reduce their tax liabilities. The scheme would bring immediate benefit to companies but there would be no loss of tax revenue in 1980-81.

When corporation tax liabilities incurred in the current financial year fall due in January, 1982 there would be some loss of tax revenue. The CBI hopes this would be largely recouped in later years as companies return to profitability with smaller tax losses carried forward from 1980-81.

It is not suggested that the

banks would reduce the interest rate by the full amount of the tax relief—52 per cent—since there is a delay in paying corporation tax.

The CBI's proposals have been taken up by Sir William Clark, the Conservative MP for Croydon South and the chairman of the party's backbench finance committee. Suggested clauses are being tabled in his name for consideration by the Finance Bill committee.

This will force the Government to take a view on the scheme. Although ministers have seen the proposals, their

view is not yet known.

The scheme has been prepared by Mr. Alan Lord, the managing director of Dunlop official who is chairman of the CBI's tax committee. The proposal is also backed by its economic and financial policy committee.

The proposals highlight the concern felt by CBI members at grass-roots level about the need to reduce some of the burden of high interest rates without in any way undermining the thrust of the Government's counter-inflation strategy.

## Howe takes firm line on public sector pay

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

A FURTHER clear indication that the Government will attempt to hold public sector pay rises below the inflation rate was given yesterday by Sir Geoffrey Howe, the Chancellor.

Sir Geoffrey said at a lunch at the Carlton Club that there was "no possible justification for rising real incomes in the public sector when there are falling real incomes in the private sector. This imperative will govern our approach to cash limits and to pay in the public sector during the coming months."

The Chancellor stressed the

importance of moderation in pay settlements and of the direct trade off between pay and jobs.

The theme of the speech was, however, optimistic. Sir Geoffrey claimed that much of Britain's present inflation was temporary and transitional owing to the delayed effect of past excessive monetary growth and to recent price increases for oil and raw materials.

But Sir Geoffrey said there were hopeful signs now that the Government was getting the growth of the money supply

under control. There was also evidence, he said, of a deceleration in imported raw material costs, and house prices had levelled out.

The same point was taken up yesterday by Sir Raymond Peacock, president of the Confederation of British Industry. He forecast more unemployment, more companies going bankrupt and virtually no real profit for those that remained, if pay settlements continued at the level of the past two years.

Sir Raymond told business-

men at the Eurochem '80 conference in Birmingham that the pay round had been "an overall unmitigated disaster." He also implicitly criticised employers for paying wage increases they could not afford rather than pay for a strike.

The Government's approach faced sharp criticism yesterday from Mr. Denis Healey, Shadow Chancellor, in a speech to a conference organised by Westminster and City Programmes.

Mr. Healey said a "U-turn" was inevitable as the Prime

Minister's "monetarist" experiment had failed. He favoured a return to the mixture of policies which were successful in the later years of the Labour Government.

At the same conference, Mr. Enoch Powell expressed some scepticism about the Government's record. He noted that after two budgets and 13 months the Government had not removed any of the propellant from the inflation machine.

The Government's deficit remains stubbornly unchanged," he said.

## Court upholds hiving off agreement by Bamfords

BY LISA WOOD

A HIVING-DOWN agreement entered into by Bamfords, the Uttrother-based agricultural machinery group, when it was in ignorance of a creditor's compulsory winding-up petition was approved as legally valid by a High Court judge yesterday.

Mr. Justice Vinelott allowed an application by the joint liquidators of Bamfords for the court's consent to an agreement made on May 29, by which Bamfords sold most of its assets to a wholly-owned subsidiary, Forlink.

Gardner Steel, petitioning creditor for £50,802, did not oppose the application, which was made under Section 227 of the Companies Act. The company's counsel, Mr. Daniel Serota, said it would not proceed with its petition which was presented on May 23 and was due to be heard next Monday.

Bamfords went into creditors' voluntary winding-up on June 19. Its solicitor said yesterday the validation of the hiving down agreement would benefit Forlink by allowing it to trade free of the restraints imposed on the parent company. It would also give Forlink a better

chance of maintaining, and possibly restoring, Bamfords' goodwill, and make the company more attractive to a purchaser. Bamfords has estimated realisable assets of £5.245m with £662,000 owed to preferential creditors, including employees. Unsecured creditors are owed £5.998m and shareholders are owed £1.5m which leaves a deficit of £2.81m.

Chrysler, the ailing U.S. motor group, is reorganising its international operations, a move which will involve about 120 redundancies at its office in London.

Chrysler International is based in Geneva but the London office, working from Bowater House in the West End, had been responsible for administration of the sales and marketing forces covering the world outside North America and Mexico.

This administrative function is being transferred to Chrysler's headquarters in Detroit, and in future Chrysler will split its international sales and marketing forces, numbering about 70, on a geographic regional basis.

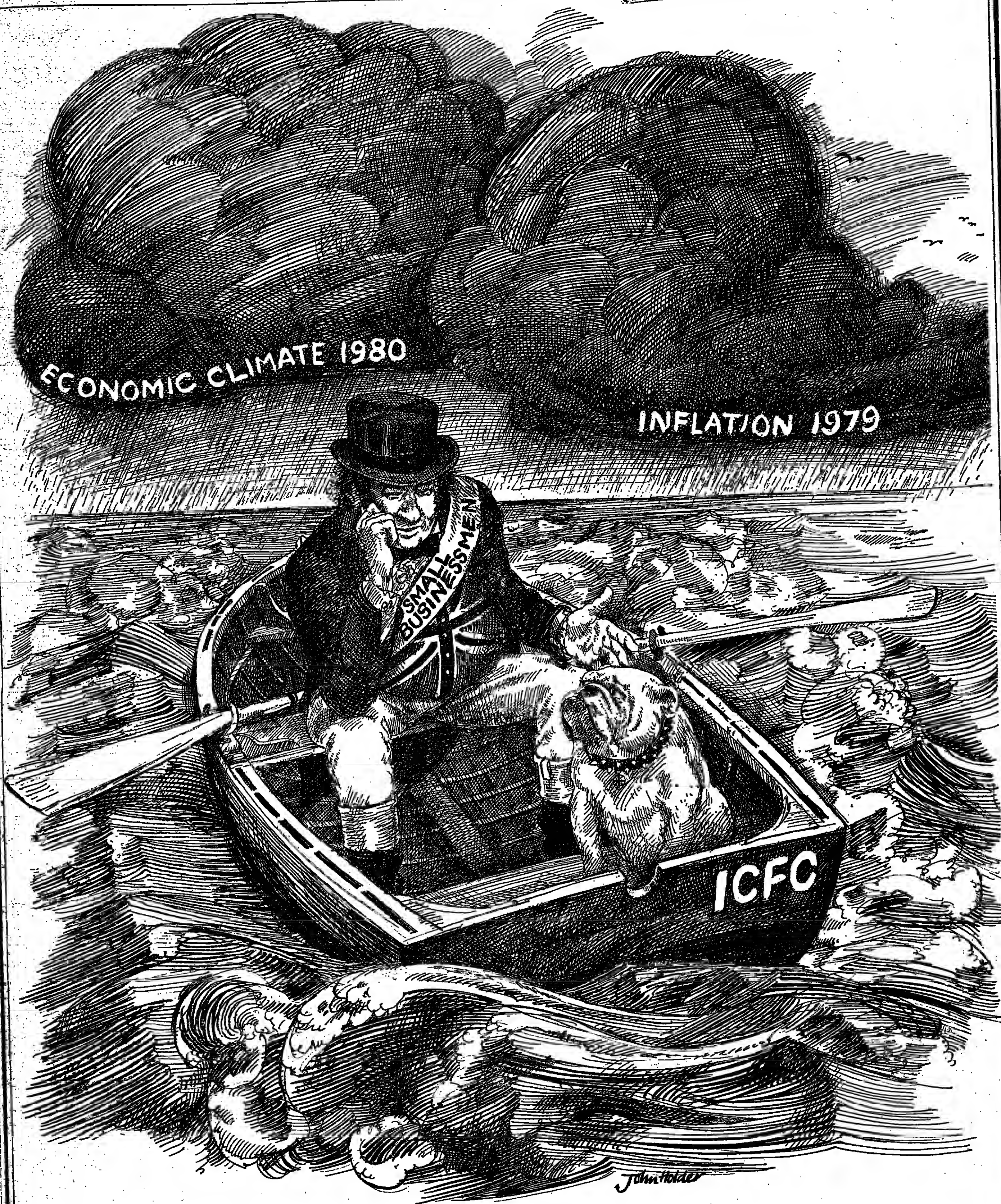
So a small team of 25 to 30 people will work from London and be responsible for the European-Middle East region. They will not be based at Bowater House, however.

The new organisation will take effect from October.

## Ailing Chrysler will axe 120 at its London office

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT





## "A BUSINESSMAN'S BEST FRIEND."

JOHN BULL (cheerful if a little anxious to his trusty bulldog). "TAKE HEART OLD FRIEND, THINGS ARE LOOKING UP. LAST YEAR ICFC SUPPORTED US TO THE TUNE OF £105 MILLION COMPARED TO £67 MILLION THE PREVIOUS YEAR. THAT'S FIVE TIMES THE INCREASE OF TOTAL INDUSTRY INVESTMENT."

BULL DOG. "PERHAPS IT'S NOT SUCH A DOG'S LIFE AFTER ALL."



# UK NEWS—THE WILSON REPORT ON THE CITY

Divided views on new investment channel

## Concern over industry funding

THE RISE in the financial power of the investing institutions in the UK—insurance companies and pension funds—is one of the key themes of the Wilson Committee report. It has reached a point, the committee says, where it has become an issue of general concern.

It has far-reaching implications for the rest of the British financial system, and that system does not appear to have come to terms with it.

But the 18 committee members are unable to agree whether a new channel is needed to guide the institutions' money towards increased industrial investment. They do agree that many of the problems confronting British industry are 'neither of the institutions'

making nor within their capacity to solve."

In deciding "how to move from the present position to one in which higher profits promote higher investment and vice versa" the committee is split equally between those who feel that the existing institutions

are adequate and those who feel that new ones are required. Nine of the 18 committee members who are against say that "it is tempting to want to propose dramatic initiatives affecting the financial institutions, but we believe that this is not only misconceived but

Reports by FT writers Michael Cassell, Nicholas Colchester, Richard Lambert, Christine Moir and Peter Riddell.

are adequate and those who feel that new ones are required. Nine of the 18 committee members who are against say that "it is tempting to want to propose dramatic initiatives affecting the financial institutions, but we believe that this is not only misconceived but

likely to lead to a waste of resources."

They argue that a wide range of mechanisms for public financial assistance—like the NEB and the development agencies—already exist and that they have not been used to the extent originally envisaged. Another

ment and the investing institutions will put £1bn each initially, and then up to £1bn each per year—equivalent to 10 per cent of the annual inflow of cash into the institutions.

The institutions would be administered by a tripartite steering committee representing employers, unions and Government. The institutions would be guaranteed a rate of return at least as high as that on Gilt.

Four other committee members think that such a proposal is unrealistic because it is based on the "fundamental misconception" that "large resources" are, by themselves, the answer without the right men to employ them and the ideas to employ them in. The four ask for a new institution which will start more modestly

ona would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

Five of the committee, including Sir Harold Wilson, the chairman, and the trade union members, feel that a new investing institution of substantial size is required. They propose a facility into which the Govern-

ment would be merely duplication.

## Mortgage changes Pay-as-you-go pensions 'would become a burden'

THE COMMITTEE calls for more competition between building societies and the abolition of the interest rate cartel. This revolution in the home loans industry is already underway.

The traditional system of recommended building society interest rates is under increasing pressure as the search for funds intensifies. The societies recently concluded that they should establish as quickly as possible a competitive rate system capable of meeting mortgage demand more effectively.

The Committee's report supports the view that the cartel produces doubtful benefits and has encouraged "wasteful" forms of non-price competition, such as branch expansion.

It concludes that the only sure way of providing a competitive spur to the societies is to end the recommended rate system and allow societies to set interest rates to suit themselves. This would break the link between investment and borrowing rates.

According to the committee this might lead to more "expensive" but more readily available mortgages—something which the societies have recognised. It could have important implications for the rest of the financial system and for the level of interest rates in the economy.

The report says that for the time being the societies should be left to operate outside monetary controls. This might have to change if they extend their range of lending in competition with banks and finance houses.

Greater competition would squeeze out less efficient societies and speed up the rate of mergers. It would also require tighter prudential controls involving wider powers for the Chief Registrar of Friendly Societies.

The establishment of a statutory deposit protection scheme, providing 100 per cent cover, is urged.

The report calls for an end to the composite rate tax system by which the societies pay tax on half of their interest. Some means should be found to allow depositors who do not pay tax to receive interest at the gross rate.

Building societies should no longer pay Corporation Tax at a concessional rate of 40 per cent compared with the usual 52 per cent. This was worth about £25m to the societies in 1979-80 and could be recouped by a mortgage rate rise of less than 0.2 per cent.

Monetary reform backed

THE COMMITTEE comes down on the side of most reform in the operation of monetary policy and of major changes in the present methods of selling gilt-edged stocks.

The main report specifically avoids a judgment in favour of either "monetarism" or "Keynesianism" and felicitously does not mention either label in its review of the subject.

From its impressions about the monetary system, the committee criticises the use of published medium-term monetary targets.

The committee as a whole suggests that to encourage financial markets to take a longer-term view the authorities should consider changing the way in which they present their monetary targets. This might perhaps be done by setting a central target rate and stipulating the percentage deviation from the target value in the level of sterling M3 which would be regarded as acceptable.

After noting the disadvantages of direct controls the committee says any new system should aim to influence credit creation in the private sector primarily through its price. This is in line with the approach in the recent Government Green Paper on monetary control.

The committee also rejects the case for bringing building societies within the present scope of monetary control. It recommends that the special treatment of the call money liabilities of the discount houses should be discontinued.

The most controversial suggestion in this area is that the Government should consult with the financial institutions about the possibility of funding part of the public sector borrowing requirement by the issue of long-dated stocks through an underwritten tender.

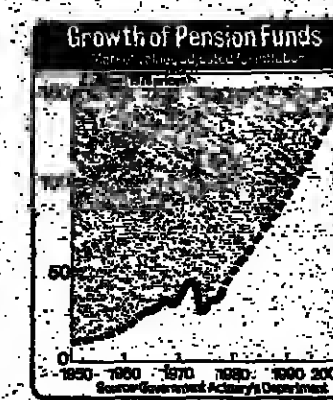
This would involve the announcement by the Bank of its funding needs for, say, six months ahead which would be met by the issue of stocks at regular intervals throughout this period. Stock would be offered with the underwriters agreeing to tender for their quota of the issue at a price not less than some fixed margin below the price of comparable stock.

THE CONCEPT of funding pension schemes—that is, setting money aside in advance to meet future liabilities—does not gain wholehearted support from the committee. Alternative arrangements could be envisaged which would give pensions "at least as much security" without involving the accumulation of financial assets on such a substantial scale.

But funding does "provide at least the opportunity for high saving and real investment" whereas the notion of providing pensions from current contributions (pay-as-you-go) is risky. "For a company with a declining workforce a PAYG scheme would rapidly become a heavy burden," the committee warns.

PAYG also relies on the continued existence of an industry and its ability to make pension payments. This cannot be guaranteed even for a nationalised industry, so the committee strongly recommends that nationalised industry pension funds continue to be funded.

In any case, the report says,



the main benefit of changing to PAYG and a Government guarantee for pensions in this sector—an immediate substantial reduction in the Public Sector Borrowing Requirement—would probably only be window dressing.

The report therefore assumes that "funding will continue to be the main method of providing for pension liabilities" and this, according to the Government Actuary, will lead to a net annual inflow into the movement of about £15m a year at 1978 prices.

The size and power of the

movement, which had a market value of £40bn (including insured schemes) in 1978, brings with it the need for greater responsibility and much tighter regulation.

The report declares that trust law under which pension funds have developed is now inappropriate and a new Pension Scheme Act is required, analogous to the Companies Act. This would impose a clear statutory obligation to provide detailed annual accounts.

The information should be lodged with a special pensions registry possibly within Companies House since the Occupational Pensions Board has declined to be the registrar.

More detailed regulations should be left to a Code of Practice drawn up by the OPR—a voluntary code simply voted on, according to the committee—which would provide guidelines for concentration of investment and self-investment in the parent company or industry. The committee itself is divided over whether self-investment ought to be encouraged or prohibited.

The size and power of the

## Financial institutions need body 'with wider responsibilities'

DESCRIBING the complex mixture of statutory and non-statutory arrangements for regulating the financial institutions, the Committee says there is a need for a body with wider responsibilities than those exercised by the Joint Review Body.

This was set up by the Bank of England and the Department of Trade in 1977, and should be replaced by a new authority made up of civil servants and outsiders, which should conduct its affairs in as open a way as possible.

It should cover all parts of the financial system, including the commodity markets, and report regularly to Parliament. Its job would be to "identify gaps and potential weaknesses in existing regulatory arrangements."

The committee says that the Stock Exchange has become noticeably more open in recent years, and more sensitive to its broader responsibilities. But it believes there is a strong case for changes in the composition of the Stock Exchange's governing Council, which should be widened under the supervision of the Council for the securities industry. Outsiders should be brought in from the ranks of investors, listed companies, and professionals concerned with the securities market.

The report says there is no certainty that the Takeover

Panel would be more effective if it had statutory powers. But it recommends that the Council for the Securities Industry should keep this issue under continuous review.

However, the committee has done its best to ensure that the present membership, level of staffing and relationship with bodies represented on it. The number of independent members on the Council should be increased to half the total, and a chief executive should be appointed, together with a stronger supporting staff.

The Council for the Securities Industry's formal authority over the Stock Exchange should be put beyond doubt both with

regard to changes in the Stock Exchange's rules and to such issues as the level of commissions.

Legislation to amend the Prevention of Fraud Act, along the lines proposed by the Government, should be introduced as quickly as possible.

Overall, the committee states: "We do not believe that the case for any significant shift in the balance between the statutory and non-statutory aspects of the regulation of the securities markets in this country has yet been demonstrated. We do not believe that the creation of an independent statutory commission would be the right way to proceed at present."

The committee members

The 618-page two-volume report of the Committee to Review the Functioning of Financial Institutions contains nearly 500 recommendations which it has drafted after 34 years.

The committee, which was chaired by Sir Harold Wilson, had 18 members drawn from the trade unions, the City, industry and academia. The members were: The Lord Allen of Fallowfield, CBE, Professor Andrew Bain, Gordon, CBE, Zachary Brierley, CBE, Sir Kenneth Bond, Sir Kenneth Cork,

CBE, D Litt, Professor Ralf Dahrendorf, Andrew Graham, CBE, Jenkins, Richard, Lloyd, Neil, Mills, Professor John Mitchell, The Rt Hon Lionel Murray, CBE, Sir David Orr, MC, John Pridemore, Hugh Stephenson, Sir Arthur Suggden, the secretary was Christopher Kelly.

The committee has already published an interim report on the financing of small companies as well as 13 volumes of written and oral evidence, a progress report and three research studies.

Panel would be more effective if it had statutory powers. But it recommends that the Council for the Securities Industry should keep this issue under continuous review.

However, the committee has done its best to ensure that the present membership, level of staffing and relationship with bodies represented on it. The number of independent members on the Council should be increased to half the total, and a chief executive should be appointed, together with a stronger supporting staff.

The Council for the Securities Industry's formal authority over the Stock Exchange should be put beyond doubt both with

regard to changes in the Stock Exchange's rules and to such issues as the level of commissions.

Legislation to amend the Prevention of Fraud Act, along the lines proposed by the Government, should be introduced as quickly as possible.

Overall, the committee states: "We do not believe that the case for any significant shift in the balance between the statutory and non-statutory aspects of the regulation of the securities markets in this country has yet been demonstrated. We do not believe that the creation of an independent statutory commission would be the right way to proceed at present."

The committee members

The 618-page two-volume report of the Committee to Review the Functioning of Financial Institutions contains nearly 500 recommendations which it has drafted after 34 years.

The committee, which was chaired by Sir Harold Wilson, had 18 members drawn from the trade unions, the City, industry and academia. The members were: The Lord Allen of Fallowfield, CBE, Professor Andrew Bain, Gordon, CBE, Zachary Brierley, CBE, Sir Kenneth Bond, Sir Kenneth Cork,

CBE, D Litt, Professor Ralf Dahrendorf, Andrew Graham, CBE, Jenkins, Richard, Lloyd, Neil, Mills, Professor John Mitchell, The Rt Hon Lionel Murray, CBE, Sir David Orr, MC, John Pridemore, Hugh Stephenson, Sir Arthur Suggden, the secretary was Christopher Kelly.

The committee has already published an interim report on the financing of small companies as well as 13 volumes of written and oral evidence, a progress report and three research studies.

The committee members

The 618-page two-volume report of the Committee to Review the Functioning of Financial Institutions contains nearly 500 recommendations which it has drafted after 34 years.

The committee, which was chaired by Sir Harold Wilson, had 18 members drawn from the trade unions, the City, industry and academia. The members were: The Lord Allen of Fallowfield, CBE, Professor Andrew Bain, Gordon, CBE, Zachary Brierley, CBE, Sir Kenneth Bond, Sir Kenneth Cork,

CBE, D Litt, Professor Ralf Dahrendorf, Andrew Graham, CBE, Jenkins, Richard, Lloyd, Neil, Mills, Professor John Mitchell, The Rt Hon Lionel Murray, CBE, Sir David Orr, MC, John Pridemore, Hugh Stephenson, Sir Arthur Suggden, the secretary was Christopher Kelly.

The committee has already published an interim report on the financing of small companies as well as 13 volumes of written and oral evidence, a progress report and three research studies.

## Index-linked bond finds supporters

The issue of index-linked (inflation-proofed) bonds is back on the agenda for public debate after several years in which even the smallest experiment was backed by the authorities.

The Wilson Committee challenges this view, and argues for experiments with the use of index-linked industrial bonds.

The report discusses the case for and against indexation in detail.

None of the members of the committee would welcome a totally indexed economy. But they maintain that the "suggestion that even to consider index-linking is repugnant because of the implied admission of failure (to control inflation) is no longer an overwhelming argument, if indeed it ever was."

Accordingly, specific proposals for index-linking should be considered on their merits. The committee is unanimously agreed that neither tax arrangements (particularly capital gains tax) nor informal pressures should discourage companies from using what could be an important financial facility, and which could—in

principle do more than any other to remedy the current shortage of long-term borrowing possibilities for industry in the capital market.

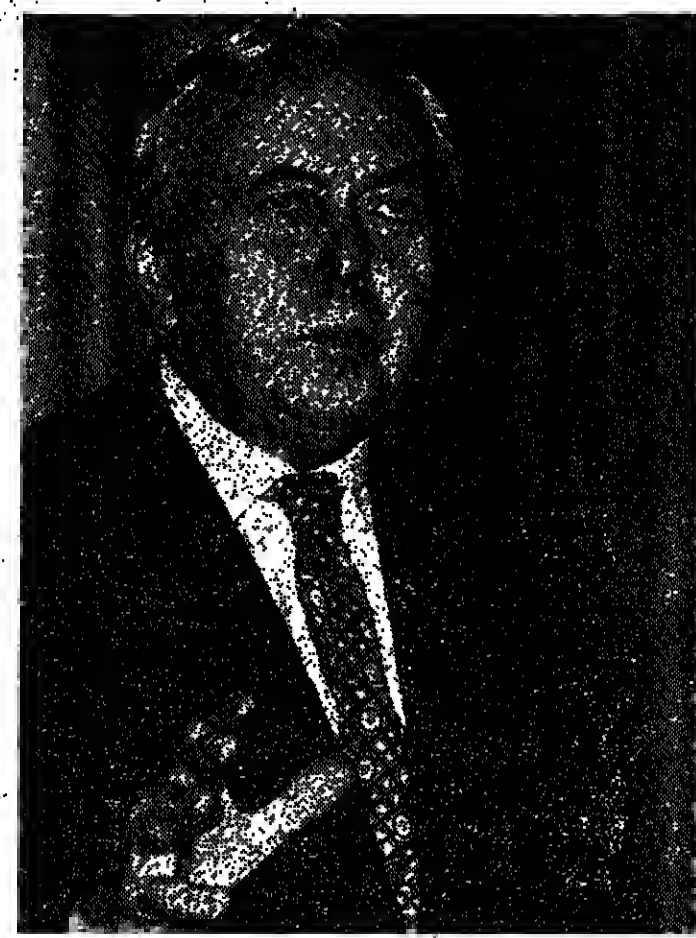
It is expected that such issues would be confined to the longer end of the market, with an initial maturity of at least 10 years, with the capital value index-linked to earnings rather than prices.

The report mentions that a possible alternative to index-linked debentures might be indexed preference shares.

Protection could be offered to companies by means of arrangements similar to the Export Credit Guarantee Department cost escalation scheme.

The committee is divided about the merits of a similar experiment in the issuing of index-linked gilt-edged stocks as a way of reducing the real cost of government borrowing and making it easier for private sector employers to provide index-linked pensions—and in index-linked mortgages—as a way of helping first-time borrowers and encouraging investment in housing.

In view of this disagreement



Sir Harold Wilson

Hugh Routledge

no firm recommendations are made.

The issuing of index-linked gilts has been considered a number of times by the Government but has been rejected,

mainly because of fears about the spread of inflation-proofing to the rest of the economy. The subject is, however, now being re-examined by the Treasury and the Bank of England.

## Shareholders 'should not interfere in day-to-day management decisions'

SHAREHOLDERS should never "seek to interfere in day-to-day management decisions" in the companies they own, and even "on major policy issues should be slow to substitute their own judgement for that of management," the report says.

Yet shareholders are at the same time exhorted to improve their contacts with companies and act rather sooner to correct problems.

Although the committee has little comment and fewer recommendations to make in the field of shareholders' relations with companies, it pronounces

that "it is clearly in the public interest that weak or inadequate management should be changed and that efficient management should be kept on its toes."

The annual company meeting is the best forum for such an exercise.

The institutions are cleared of using their common interests to act in any "monolithic" way to push companies in directions they believe desirable. In any case their actions to date have usually been of advantage to all shareholders, although there are issues, such as dividend policy, where that might not

always be so.

If anything, the institutions are criticised for not acting soon enough on problems. The investment protection committees and the Institutional Shareholders Committee are adequate for any collective action needed but they "would often be more effective if they acted at an earlier stage."

The institutions come in for some criticism in their choice of companies to invest in. They are more averse to risk-taking than private individuals, and their increasing dominance of the equities

markets could in turn depress risk-taking by companies seeking their funds.

Funds should interpret their fiduciary duties to protect their members in a wider sense. It is in their members' future interests that the overall growth of the economy be promoted and that might mean accepting new and higher-risk industries in their portfolios.

The committee also briefly touches upon the composition of company boards and says that non-executive directors are valuable but should not be compulsory.

From its impressions about the Restrictive Practices Court, it notes that this has inhibited the Stock Exchange from debating alternative trading systems and that the restrictive practices court is not well designed for considering alternative proposals.

From its impressions about the Restrictive Practices Court, it notes that this has inhibited the Stock Exchange from debating alternative trading systems and that the restrictive practices court is not well designed for considering alternative proposals.

From its impressions about the Restrictive Practices Court, it notes that this has inhibited the Stock Exchange from debating alternative trading systems and that the restrictive practices court is not well designed for considering alternative proposals.

From its impressions about the Restrictive Practices Court, it notes that this has inhibited the Stock Exchange from debating alternative trading systems and that the restrictive practices court is not well designed for considering alternative proposals.

From its impressions about the Restrictive Practices Court, it notes that this has inhibited the Stock Exchange from debating alternative trading systems and that the restrictive practices court is not well designed for considering alternative proposals.

From its impressions about the Restrictive Practices Court, it notes that this has inhibited the Stock Exchange from debating alternative trading systems and that the restrictive practices court is not well designed for considering alternative proposals.

## Jobbers under pressure from all sides

The report provides a concise account of the squeeze in which the UK stock exchange operates and notes that the "single capacity" jobbing system, which forms its basis, is now under pressure.

The jobbers are squeezed between high interest rates, at which they finance their positions, and a decline in real terms of the value of market turnover.

They are troubled by the rising



# New row looms at The Times

BY JOHN LLOYD, LABOUR CORRESPONDENT

BITTER ACCUSATIONS of bad faith and non-observance of agreements have erupted at The Times. Newspapers Limited, which manages the paper, and the print union, the National Graphical Association, on working agreements have been suspended since March. There is now some danger of a further confrontation of the kind which closed the Sunday Times and its supplements for 11 months last year with a loss of £30m.

Mr. George Jerrom, the NGA's national officer with responsibility for Fleet Street, told the NGA's biennial meeting at Blackpool yesterday: "Our members at Times Newspapers are at the end of their patience."

Mr. Jerrom said he had with-

drawn from any further attempts to negotiate agreements between the NGA and the company.

Times Newspapers said that the union was "hypocritical" and "dishonest". It is believed that Lord Thomson, the company's proprietor, has spoken of his "deep disappointment".

The root of the conflict is the wholly different interpretations made by the two sides on which agreement governs talks on "front-end systems"—that is, computerised type-setting equipment.

The company insists that a press statement agreed between TNL and the NGA in June, last year—when publication of the paper was suspended—included the commitment to talks on front-end systems within 12 months. This, it claims, is the operative one.

The union says that statement has been superseded by the return to work agreement signed by both sides last October. That agreement puts a moratorium for three years on talks about front-end systems.

The present deadlock was precipitated in March, four months after resumption of publication, when Mr. Dugal Nisbet, Smith, Times Newspapers' general manager, asked the NGA to begin talks on front-end.

When Mr. Jerrom refused, all negotiations on working agreements were suspended.

NGA officials at TNL who are attending the conference in

## Ford to meet unions

By Philip Bassett, Labour Staff

UNION LEADERS have secured an urgent meeting with Ford UK on the company's decision to call for 2,500 voluntary redundancies because of reduced demand for cars in European markets.

The meeting, set for next Thursday, is likely to reflect the union's anger at what they see as Ford's failure to consult them before the redundancies were announced earlier this week.

Mr. Jack Whyman, executive member of the Amalgamated Union of Engineering Workers, said yesterday that the company had agreed to the unions' request for a meeting. He said the unions were "extremely annoyed" at the lack of consultation.

Ford is asking employees aged over 55 with at least 10 years' service with the company to volunteer for early retirement and for those with less than five years' service to take up redundancy. Many Ford plants are already working short time.

Delegates at the annual conference of the Confederation of Shipbuilding and Engineering Unions specified Ford's announcement as being simply the latest of what would become a growing wave of redundancies.

## TUC call to help young jobless

BY CHRISTIAN TYLER, LABOUR EDITOR

A SPECIAL conference on unemployment may be organised by the TUC in the autumn to meet demands by trade union leaders for some positive action.

The conference may discuss ways of strengthening the TUC's links with the unemployed so that it can better represent their views.

The white-collar union ASTMS has already suggested that the young employed be entitled to hold some kind of direct membership of the TUC. But the plan has not drawn much support, according to other union leaders yesterday.

### Sympathy

A proposal for recruiting the young unemployed into membership of the Transport and General Workers' Union is being discussed this week at the conference called to revise union's rules, in Weymouth, Dorset.

Although sympathetic to the concept, TGWU executive members argue that it would be impracticable, and the proposed motion for this change in the rules seems unlikely to be carried.

Like other unions, the

## Whitehall 'influence' claim

By Philip Bassett, Labour Staff

THE GOVERNMENT was clearly influencing employers' responses during last year's national engineering dispute, despite its avowed policy of non-intervention, Mr. Ken Baker, president of the Confederation of Shipbuilding and Engineering Unions said yesterday.

Mr. Baker, in a review of the dispute which caused major industrial disruption by a series of one- and two-day strikes, said: "There was no doubt in my mind at all. The influence of the Government was easy to be seen."

He also suggested that European metal working employers, fearful of having to match any breakthrough towards a shorter working week by the British engineering workers, were also active during the negotiations between CSEU and the Engineering Employers Federation.

The settlement of the dispute finally included an hour off the 40-hour week by next year, which the unions claim as a historic victory.

Mr. Baker, speaking to the Confederation's annual conference in Llandudno, criticised the use of the lock-out by a number of employers, including Rolls-Royce, as a weapon during the strike.

## Laggers plead for 'sensible pay'

BY OUR LABOUR STAFF

LASTEST ATTEMPTS to train ladders to take over qualified ladders' jobs on the Isle of Grain power station site can only put off the day when "sensible" pay arrangements are made to cover all trades, the Parliamentary select committee inquiry into the ladders' bonus pay dispute was told yesterday.

Mr. Frank Earl, national officer in the General and Municipal Workers Union, giving evidence before the committee, offered little prospect of an early resolution to the present inter-union row over ladders' bonus payments.

The committee has been set up because of Parliamentary concern about the dispute and its implications for the future of power station construction projects in Britain.

Mr. Earl represents former ladders on the site who have been fighting to keep their open-ended bonus agreement in spite of strong opposition from other construction unions.

He said the union would be party to a national agreement covering ladders' pay provided it had a say in the construction of an agreement.

He emphasised, however, the ladders' argument that if any ceiling were placed on the maximum bonus payment the

bonus scheme would act as a disincentive to productivity.

The union's evidence showed that three-quarters of ladders, received earnings of between £84 and £120 a week and one quarter received earnings of up to £400 a week.

Mr. Earl said there had been no evidence of high earnings by ladders causing industrial relations problems on other sites.

## Industrial action at ICL over pay offer

BY NICK GARNETT, LABOUR STAFF

UNIONS representing most of the white-collar staff at ICL, Britain's sole major computer manufacturer, will this week start a programme of industrial action following the company's refusal to improve a 12 per cent pay offer.

The action, which follows a vote of about 10 to one against the company's pay proposals, includes an overtime ban and a one-day stoppage on July 3. About 8,000 union members are covered by the negotiations.

Officials on the joint union committee are due to meet on July 7 to discuss further industrial action, including a ban on all work subcontracted out from ICL, disruption to the company's cash flow and selective strikes.

The five unions involved in the action are the Association of Scientific, Technical and Managerial Staffs, the Association of Professional, Executive, Clerical and Computer Staff, the white-collar sections of the Transport and General Workers Union and the engineers and electricians unions.

### RAIL DECISION APPEAL

THE TUC is seeking legal advice on the decision of the European Commission on Human Rights that the dismissal of three British Rail workers for refusing to join unions in a closed shop was a

prima facie breach of the European Convention on Human Rights. The TUC said the decision had implications for established bargaining arrangements and its own disputes machinery.

## MSC cuts could 'lead to neglect'

BY NICK GARNETT, LABOUR STAFF

THE MANPOWER Services Commission told the Government it should not be expected to contribute staff savings under the programme of Civil Service manpower cuts.

In a forthright letter which Mr. James Prior, Employment Secretary, received yesterday, Sir Richard O'Brien, the MSC chairman, said further large staff reductions would reduce staff and other training and lead to social neglect.

The letter follows a Commission meeting earlier this week which discussed a letter from Mr. Prior about Civil Service cuts.

In that letter Mr. Prior said it would not be realistic to expect that a manpower reduction of less than 8 per cent in the Employment Department group, which includes the MSC, will be acceptable to Ministers.

"We find this difficult to accept," says Sir Richard who argues that the Commission suffered a recent 12.8 per cent staff reduction compared with a general civil service reduction of 5.5 per cent. This should be taken into account in deciding what share of further cuts it should now bear.

The Government is assessing where cuts can be made and has

said there can be some flexibility in the distribution of reductions between Government services.

Sir Richard says as a result of cuts already imposed the MSC's employment service will have less staff than at the time it separated from the Unemployment Benefit service.

"The point is that needs are growing far faster than we can possibly hope to improve productivity and that there is already a great gap between needs and provision in some cases."

"Unemployment among certain disadvantaged groups is worsening quickly and we are particularly worried by the situation of ethnic minorities."

"There are in our eyes the most powerful arguments against a further cut in 1981-82 and we would ask you to report to your colleagues."

The TUC general council yesterday reaffirmed its "repugnance" to the Government's economic policies.

It said: "Cutting the social security entitlements of the unemployed on the one hand, and MSC services on the other, represents a vicious attack by the Government on those least able to protect themselves."

## Pilkington workers accept 18.5%

FINANCIAL TIMES REPORTER

MANUAL WORKERS at Pilkington Glass have voted four-to-one to accept a pay offer giving increases of 18.5 per cent on general rates.

Mr. David Warburton, national industrial officer for the General and Municipal Workers Union which represents the workforce, said yesterday that the deal pro-

vided for retirement at 63, improved holidays and a reduction in the working week from next year.

"Our members have demonstrated their support for the union's campaign against growing unemployment by backing us in our negotiations on holidays and hours," said Mr. Warburton.

Some new faces you'll be seeing on TV this summer.

The Midland is running some new television commercials. They highlight one of the most important qualities a bank can have.

The ability to listen. To understand exactly what a customer needs. Whether it's a major company expanding into the Far East. Or a 17-year-old saving

for a holiday abroad. The services will be very different. But the attitude is the same. And it all starts with listening.



**Midland**  
Come and talk to the listening bank

Midland Bank Limited



## UK NEWS — PARLIAMENT and POLITICS

# Millan leads attack on jobless levels

BY IVOR OWEN

LABOUR'S political offensive over the Government's failure to prevent unemployment soaring to record post-war levels continued in the Commons yesterday, with renewed demands for the resignation of Mr. James Prior, the Employment Secretary.

They were led by Mr. Bruce Millan, Shadow Scottish Secretary, who underlined the fact that Ministers were no longer dismissing as "scare talk" forecasts that the numbers out of work will pass the 2m mark at the beginning of next year.

Grim-faced Tory backbenchers sat in almost total silence, as Mr. George Younger, the Scottish Secretary, responded with further assurances that the Government will keep its nerve and not depart from the monetarist policies now being pursued.

"No Government should take short-term measures which weaken the chance of a longer-term recovery on which our future prosperity crucially depends," he declared.

For far too long, Mr. Younger contended, successive Govern-

ments had allowed themselves to bolster up industries and firms which were past redemption, and implemented ill-thought-out palliative which had reduced confidence in the British economy.

He claimed that there was widespread recognition that the Government had been fully justified in setting a new course, and forecast that "people in general" would support a Government which showed that it had the guts to set its hand to applying the remedies which were required.

Waving aside Labour jeers, Mr. Younger insisted: "We have placed the economy firmly on the path to recovery."

"Our policies are designed to create that fundamental improvement in our economic performance, without which no solution to the problems of unemployment will be found."

Mr. Millan argued that Government protestations of concern over the rising level of unemployment were of little value if Ministers persisted in perverse policies which would drive up the numbers out of

work to levels not experienced in Britain since the 1930s.

The June count, revealing that unemployment in the UK had soared to 1,659,676, would soon be followed by even worse figures—the addition of summer school leavers made a further substantial increase inevitable.

"For the first time since the war we have a Government which has deliberately abandoned full employment as a policy," he declared.

Mr. Millan, who stressed that the level of unemployment was already producing signs of social unrest in some parts of the country, warned that without a change of Government policy the situation was likely to continue to worsen for at least two or three years.

He named Mr. Prior as one of the members of the Cabinet who had no belief in the Government's policies and maintained that this made his resignation all the more necessary.

Only by resigning, Mr. Millan maintained, would the Employment Secretary be able to continue to command respect.

Mr. Millan emphasised the "mood of despair" in much of the British industry and called for an immediate reduction in interest rates.

This, by itself, he said, would have a significant effect on the strength of sterling and help industry to become more competitive.



The opening of the new Labour Party headquarters in the Walworth Road, S.E. London. (From left) Dennis Skinner, NEC, Clive Jenkins, ASIMS general secretary, Teddy O'Brien, NATSOPA national assistant secretary, and Anthony Wedgwood Benn.

## Rippon criticises economic policies

BY JOHN HUNT, PARLIAMENTARY CORRESPONDENT

THE GOVERNMENT'S economic and employment policies came in for strong criticism during the debate from Mr. Geoffrey Rippon, a former Conservative Minister.

Calling for greater flexibility and warning of the dangerous effect of high unemployment, he declared: "It is not a question of making U-turns but of responding to changing circumstances and the realities of economic life."

"The man who goes out on a sunny morning with a rolled-up umbrella to use as a walking stick is not criticised for making a U-turn for putting it up when the deluge comes."

Speaking from the back-

benches, Mr. Rippon, who served in the Heath Government and negotiated Britain's entry into the EEC, said that the upward trend in unemployment could not be ignored. There were cries of agreement from the Labour benches at several points during his speech.

"There are no benefits from high unemployment," he insisted. "We cannot exaggerate not merely the economic and financial but also the social cost of unemployment at present levels."

He called for a positive regional policy and "sensible public investment" to create wealth. Such a policy could reduce unemployment without

overheating or damaging the rest of the economy.

He argued that this was better than wasting over £1bn a year on higher unemployment benefits which resulted from the increased numbers out of work.

He pointed out that the steep increase in benefits would have an adverse effect on the Government's attempts to reduce the public sector borrowing requirement.

The present high interest rates and exchange rate did not automatically curb the public sector borrowing requirement, he said. Meanwhile, industry was being forced to borrow at rates that crippled investment and profits, and which aggra-

vated the unemployment problem.

"The only beneficiaries are the money lenders who are allowed to act as though the world usury had never been invented," he said.

He thought that Britain might be heading for a period of uncertainty and fear and if that called for a change of direction "then so be it."

Mr. Rippon opposed the British Steel Corporation decision to close the Consett works which he said, would have a devastating effect on the community. The Government should not underestimate the social and economic damage that could not be repaired.

## Callaghan clashes with NEC

BY ELINOR GOODMAN

MR. JAMES CALLAGHAN yesterday publicly dissociated himself with a policy statement on Northern Ireland approved by his party's executive. The move was a very unusual one even by the standards of the divided Labour Party.

At the same meeting of the National Executive, Mr. Callaghan also clashed with the Left over the question of whether extremists of any kind should be expelled from the party.

Behind this debate was the fundamental question of

whether extreme Left-wing groups like the Militant Tendency should be allowed to operate within the party.

For, if the Left were to push for expulsions on the far Right, it will be much more difficult for them to argue against expulsions on the far Left.

For this reason, Mr. Anthony Wedgwood Benn, the leading Left-winger on the Executive yesterday in the unusual position of arguing against expelling an extreme Right-winger, while moderates, like Mr. Callaghan, were arguing for a strict application of the rules.

Mr. Callaghan, eventually, succeeded in getting a decision deferred.

The statement on Northern Ireland was originally proposed by Mr. Tony Saunderson, the Young Socialist member of the executive.

It was approved earlier this month by the party's home policy committee, chaired by Mr. Anthony Wedgwood Benn. Yesterday, Mr. Callaghan failed to have it referred back to the committee for re-drafting.

Mr. Callaghan, a former Home Secretary, objected strongly to the reference in the resolution to methods used in Northern Ireland to control prisoners and the suggestion that these techniques "might be perfected for

use against the Labour movement in Britain."

Mr. Callaghan was more successful, however, in heading off moves to allow extremists to stay in the party, almost regardless of their political opinions.

Under discussion was the particular case of Mr. Douglas Eiden, a member of the far right "Social Democratic Alliance" which at the last election appeared to break all the party's rules by urging voters in some areas not to vote Labour because they had such Left-wing candidates.

Mr. Eiden's local party has voted to expel him. But at a meeting of the NEC's home policy committee earlier this month it was proposed that his expulsion should not be upheld by the executive.

Mr. Callaghan, and other moderates, argued that the local parties had a duty to enforce the party's rules. Mr. Benn, however, maintained that people should not be thrown out of the party merely for what they said.

It would be very dangerous for the party, he argued, if the majority was allowed to throw out the minority merely because it disagreed with its view.

Mr. Callaghan, however, was successful in getting the resolution referred back to the organisation committee.

## Yes to devolution plans expected

THE CABINET is expected to give the go-ahead today to Government plans for a devolved assembly in Northern Ireland. Ministers hope that a document detailing the proposals will be published next week.

Mr. Norman St. John-Stevas, Commons leader, has already told MPs that they would probably be given the chance to debate the devolution plans some time in July.

Direct rule in Northern Ireland runs out on July 18 but MPs will be asked to renew the Order for continued government of Ulster from Westminister during the week before to avoid a clash with the traditional marches in the province.

The proposals for an assembly will contain a number of options which will go out for widespread consultations during the summer, with a view to legislation in the new session of Parliament.

If all goes well, elections for the assembly could be held in about a year's time.

The devolution plans follow the constitutional conference set up by the Government and chaired by Mr. Humphrey

Atkins, Ulster Secretary, which was boycotted by the province's largest Protestant party, the Official Unionists.

Since the conference was wound up, a working party of ministers headed by Mr. William Whitelaw, Home Secretary, has been hammering out detailed proposals.

As the proposals have already been seen and approved by Mrs. Thatcher, it is virtually certain that they will get the backing of the full Cabinet when, as expected, they are put before its weekly meeting today.

Mr. Charles Haughey, Irish Premier, said yesterday the new British political blueprint on Ulster will have to include something for both the Protestant and Catholic communities.

Mr. Haughey and other Irish Republic politicians have repeatedly stressed that the Northern Ireland Catholics have to be given a significant role in the Dublin Premier has told Mrs. Thatcher of his anxiety on this twice in the past month.

He told the Dublin Parliament yesterday that the Ulster crisis was "the major issue in our country today."

## Tax move to ease cash flow problems

BY IVOR OWEN

LEADING TORY backbenchers are pressing the Government to ease industry's cash flow problems by introducing a new system of "instant" tax relief on loans obtained by companies to finance production or stocks.

Based on a formula devised by the CBI, the new system would permit banks to be credited with the tax relief due on qualifying loans so that from the initial date of the borrowing, the companies concerned would pay interest only at the net instead of the gross rate.

Advocates of this change argue that it would afford a means by which the Government could relieve the difficulties of those companies hardest hit by the current record level of interest rates, without involving any general relaxation of the Treasury's control over the money supply.

Sir William Clark, MP for Croydon South and chairman of the Conservative backbench Finance Committee, has tabled new clauses to the Finance Bill which provide the legislative framework for the new system to be introduced.

## Whisky exporters urge action on sales barriers

BY GARETH GRIFFITHS

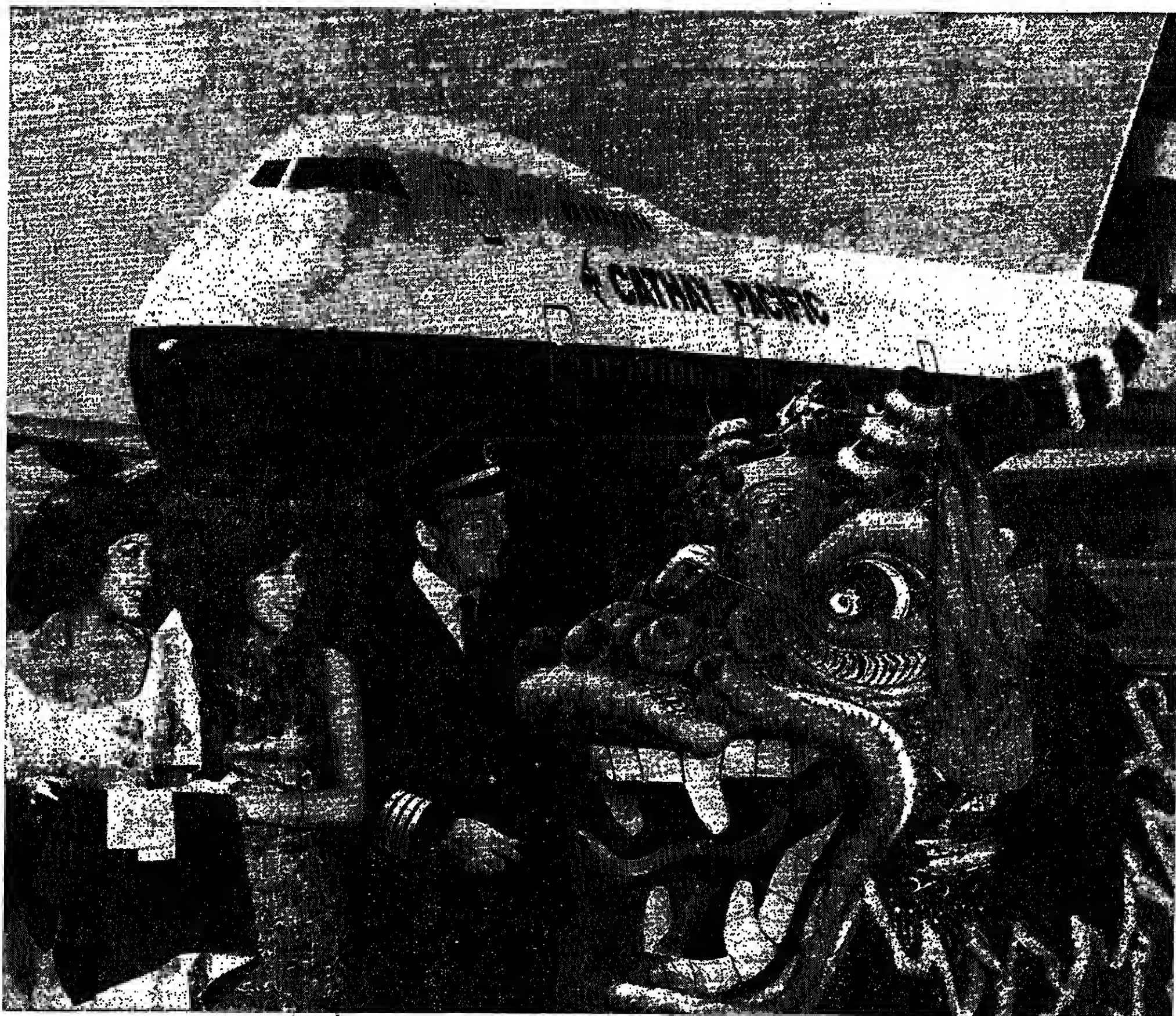
SCOTCH WHISKY exporters have urged Government trade officials to adopt a much tougher and more aggressive approach over foreign barriers to whisky sales.

The Scotch Whisky Association yesterday told a meeting of the House of Commons Select Committee on Industry and Trade it had a strong impression that negotiators for overseas governments were more tenacious than UK civil servants.

Jonel Harold Bewsher, the association's director general, said he

was not bashing civil servants as the association was grateful for representations made by the Government over Scotch exports. However, it was not always apparent that the Government accorded Scotch a sufficiently high priority in trade negotiations.

The SWA is also partially critical of the way in which the European Commission sometimes operates. Colonel Bewsher said that in spite of warnings from the Association, and the UK Ministry of Agriculture, several Community moves had gone off at half cock.



## On July 17th, Cathay Pacific flies to Hong Kong at the dot of a dragon's eye.

To the Chinese, the dragon is the symbol of honour, energy, kindness, perfection—everything that is good. To "dot the dragon's eye" is to give life to the dragon, thereby bestowing all the qualities of the dragon upon a new venture.

We're Cathay Pacific, Hong Kong's airline, and very much a part of Asia. For the past thirty four years we've been flying throughout Asia, Australia and the Middle East, building an unequalled network of destinations, a unique fleet of Rolls-Royce powered, wide-bodied aeroplanes and a style of inflight service unlike any other airline.

Now we're coming to London, starting with three fast one-stop flights a week to Hong Kong.

\*Passenger programme approved.

We're coming in Rolls-Royce powered 747s, crewed by British and Australian pilots. We'll be first on the route to let you choose fully-reclining Sleeper Seats in the upper First Class cabin (for the same fare other airlines charge for a normal First Class seat). Hostesses from nine different countries and cultures of Asia will bring you free drinks, headsets, movies and a standard of service that could only come from the East.

With the lowest bookable fare to Hong Kong on any airline—£151\* Apex mid-week budget fare when you book just 14 days in advance—it looks like the dragon is already casting his spell of good fortune. See your Travel Agent, or phone Cathay Pacific on 01-839 5533 or 839 6981.

HONG KONG'S AIRLINE—WE KNOW ASIA BEST.

CATHAY PACIFIC  
The Swiss Group

Relais Bangkok Road, Dhaka, Hong Kong, Jakarta, Kuala Lumpur, London, Manila, Melbourne, Nagoya, Osaka, Peking, Perth, Rome, Seoul, Singapore, Sydney, Taipei.

CATHAY PACIFIC

هكذا من الدول



# Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOTTERS

## ENERGY

### Solar water heater simple to build

INNOVATIVE SOLAR water heating that runs solely on water pressure, uses water as the heat transfer and storage medium, and has no moving parts has a third winter of tests successfully completed at Arthur D. Little's Cambridge (Mass.) headquarters.

The system has operated favourably at all temperature extremes typical of New England weather. The key to its technical success is an integral solar absorber-storage plate.

This invention eliminates the need for separate storage tanks, circulating pumps, complex controls, and heat transfer fluids such as anti-freeze. Its simplicity allows the new water

heater to operate more reliably than conventional solar heating systems and will significantly reduce installation costs. Additional savings can be realised because the system does not use electricity and has no mechanical parts to malfunction or wear out. A proprietary device built into the system prevents water in the absorber-storage plate from freezing or boiling over, even in periods of low demand.

This design can be adapted for use in almost any climate and for homes in most regions the system could satisfy 40 to 60 per cent of domestic hot water requirements. ADL, 25 Acorn Park, Cambridge, Mass. 02140, U.S.

## PROCESSING

### Bright view of data

THE NEW Hewlett-Packard Model 1311B CRT display is primarily designed for use as a graphics computer peripheral. It has a resolution of 24 lines/cm (60 lines/inch) at centre screen with minimum corner defocusing, and with bright, crisp characters and straight lines.

Spot resolution of the 14-inch display is only 0.43 mm (0.017 inch). The spot remains well focused on all parts of the screen, which solves the problem of writing many characters around the picture edges, while showing great detail in curves, graphs or diagrams. An aluminium screen with 28.5kV accelerating potential provides a brightness high enough to assure a crisp presentation of complex computer graphics under adverse lighting conditions.

Image quality is maintained with a contrast control circuit which assures constant intensity with variable contrast. A flat, optical glass contrast filter eliminates trace diffusion and minimises glare to provide sharp traces and high contrast. Maximum picture detail with

minimum flicker is obtained using the extremely fast writing speed of the display. The 1311B can make any size on-screen movement in less than 500 nanoseconds including settling time.

This large screen display uses an electrostatically deflected CRT which requires very little power (only 115VA) with its fast writing speeds. The yokeless, electrostatic deflection also simplifies operation by eliminating geometric correction circuits and unnecessary delay lines while reducing power requirements and weight.

Hewlett-Packard, 305 Kings Road, Reading RG1 4ES, Reading (07341 61022).

### Multi-use terminal on the desk

ADDED TO the top of the ZIP computer terminal range by Data Dynamics, Springfield Road, Hayes, Middlesex (01-

848 9781) is the FA 23, a desktop unit which includes printer, visual display unit, keyboard, microprocessor and a pair of floppy disc drives all in the same housing.

Inclusion of the microprocessor together with 64k of random access memory and the discs means that when acting as a nominal computer or communications terminal, the equipment has enough brains and memory of its own to undertake data preparation and some processing before sending the data to the mainframe. The terminal can operate in real time mode with the user while dealing on a batch basis with the host machine.

Power and memory of the mainframe can be employed without being continually on line, cutting costs. Also, in a data collection arrangement, the FA23 can be connected to the other, generally simpler ZIP terminals, itself acting as a host.

Several of the components of the unit have already been proved in many thousands of ZIP devices already installed.

## INSTRUMENTS

### Texas tackles the controller market

AFTER SOME relatively low key activity Texas Instruments, still mainly known in Britain for its calculators and semiconductor products, is to make a more pronounced marketing effort at the middle to lower end of the process control market with its intelligent programmable controller PM550.

Although these units have sold well in other parts of the world, particularly the U.S., there are relatively few in use in the UK, although the short customer list is impressive and contains names such as BP, ICI, Unilever, and Pfizer.

The PM550 can perform the sequential control of 400 relays, timers, counters, and so on. It can also monitor 256 on-off sensors such as limit switches and push buttons and will in turn switch up to 256 solenoid valves, motor starters, lamps, and similar items. At the same time it can accept numerical data from 64 devices, such as thumbwheel switches and digital meters.

This logic control is combined

with analogue loop control which replicates eight proportional, integral, differential (PID) loop controllers that would be used to control variables such as temperature, pressure and flow, producing 4 to 20 mA or 0 to 10 volt signals to position actuators, vary power controllers and so on.

Such a combination of logic and analogue loop control makes the 550 suitable for batch or continuous processing operations.

From physically tough Texas modules in the plant areas, operators can alter set points of loops and the timing/counting functions using keyboard and one-line display.

Similarly, a desk-top program terminal allows the whole 550 system to be set up for sequencing, counting for certain maths functions and for certain parameters. The company will even supply an electronics box which allows discrete input/output conditions to be simulated without having to wire in the

actual I/O system. Thus, programs can be debugged before they are used on the real system.

Texas recognises that it has a considerable existing reputation to uphold based on semiconductor, in a market it has not yet fully addressed. It has therefore been trading carefully and a good deal of assessment has been going on in the user industries over the last year.

In process control terms Texas is not really in contention yet with such "top end" exponents as Honeywell, Foxboro, Taylor, Sybron, Rosemount, Brown Boveri Kent and several others. But there seems to be no valid reason why it should not be, and the balance of the market place could be disturbed.

GEORGE CHARLISH

## HANDLING

### Norway's automated warehouse goes underground

ANYBODY WITH about 537m to spend on an English "hole in the ground" may emulate a Norwegian venture which carries today's technology to sci-fi reality.

This page bans the adjective "unique," yet the description is unquestionably accurate for a subterranean high-bay warehouse and associated order-picking and handling systems complex being built in a disused quarry in Oslo.

Offices and flats will be constructed on the ground-level roof of the distribution and storage facility which is on three levels and can contain over 45,000 pallet places.

The stringent Norwegian laws limiting the amount of time that workers are allowed to spend underground have dictated and accelerated automated storage and handling techniques to make Oslo Varedistribusjon the most advanced warehousing system yet achieved.

Here are automated stacker cranes, induction-steered pallet trucks, automatic load inspection units, paternosters and transfer tables all computer controlled via micro-processors built into each machine (even plant maintenance requirements are signalled through the same system).

The project is due to be completed in 1981 and will consist of three high-bay warehouses, served by 24 automated stacker cranes running in aisles which are 18 metres high by 50 metres long, with a fleet of at least 75

automated pallet trucks plying between the bays, the order picking areas and the goods inward and despatch stations. At peak times, the planned hourly capacity is for 400 pallets in and 430 out.

In principle, goods will be admitted to the system at the lowest level and then be despatched at the top (or ground level). Road vehicles will check in at a reception gate, and then be driven down to the underground loading bay which can accommodate 12 articulated vehicles at a time.

Railborne goods will be unloaded at a terminal to be built close to the gates and then transported by automated pallet trucks to the loading bay. Subsequently, the pallets will be examined, allocated their storage spaces, retrieved, and then despatched at ground level.

At this first stage of completion, all goods are being delivered by road and received at the loading bay for storage at a single bay warehouse at the lowest level. Associated order-picking areas are also at this level and goods are despatched, too, from the underground dock.

The entire system is geared to handling standard Euro pallets with loadings of 1,000 kilos each but there are facilities for palletising or re-palletising goods which do not conform to these standards on arrival.

Sequentially, incoming goods are off-loaded by manually operated pallet trucks from vehicles backed up to the 12 bays, each of which is fitted with a dock leveller. The pallets are then marshalled in defined sections and checked against the delivery notes taken from drivers at the warehouse gate and sent down to the dock by pneumatic tube.

Once the verified information is typed into a computer terminal the procedures are fully automated.

In an eerie Brave New World atmosphere (parts of the quarry walls remain unlined so that the visitor is aware of his subterranean setting) the pallet trucks are guided to computer-located inspection booths which scan each truck in turn to ensure that it conforms in height, weight and shape to the required parameters for storage.

Tolerances of up to 7½ to 10 cm over the Euro standard in each dimension are admissible; loads which do not conform are carried by automated truck to a re-packing area and then re-inspected.

Once it has received an acceptance signal, the computer assigns an address in the high-bay racking and issues instructions to the various machines: to a pallet truck to take the load to a paternoster; to the paternoster to one of six stacker cranes; to the stacker crane to place the pallet in the pre-determined rack.

The system is reversed for despatch. Where order-picking is required, the pallet is transported to a second bay and placed in racking by a manually operated free path, narrow aisle stacker. Items are then picked and consolidated into pallet loads by operators using the order picker. Resultant consignments are then returned to the automated transport system for delivery to a despatch point.

Two computers control the entire warehousing operation. Installed and programmed by SATT, the first is known as LAS and is responsible for stock control; the second, LSS, controls the automated equipment. Thus, the LAS unit monitors the flow of goods, allocates storage spaces, provides status reports for customers and management, and issues instructions to the LSS unit which, in turn, controls the movement of the trucks, paternosters and cranes, prevents queues and, finally, reports the completion of tasks to the LAS computer.

An in-board micro-processor in the automated pallet trucks is programmed to produce three speeds—full, half and "creep"—and to move in forward and reverse directions. Their movement instructions are picked up from wires buried in the concrete floor of the warehouse, and signals from and to the LSS computer are transmitted via control loops placed at intervals along the routes.

Doppler radar fitted to the tips of the fork senses obstructions and guides the truck to accurate location beneath a pallet, while sensors on the forks signal the presence and positioning of a pallet. Extra safety is guaranteed with the fitting of external mechanical sensors plus visual and audible alarms.

Trucks are known as BT ALL (automatic low lifter) and will work long hours on a single battery charge—in the OVD context, they will be used to undertake regular 500 metre journeys up and down the tunnel leading from the rail terminal to the goods inward bay at the lowest level bearing 1,000 kilo loads in either direction.

Significance of the Oslo development to the British materials handling scene is that the designers and builders of the OVD system are BT of Sweden and one of its principal fork truck suppliers, British subsidiary Rolatrac, has opened a systems handling division which means that the technology developed in Norway is now readily available in the UK.

Further information from Rolatrac, Stirling Road, Trading Estate, Slough, Bucks (Slough 30551).

DEBORAH PICKERING

### New name in robotics

JUNGHEINRICH of Hamburg, major European manufacturer of electric industrial trucks, has announced its entry into the industrial robot arena.

First models in the new O-Range of industrial robots are scheduled to come off the production line by the end of 1980. Jungheinrich (G.B.), Southmoor Road, Wythenshawe, Manchester M23 9DU, 061 9387819.

## If you haven't seen the ERF truck you want, we'll get it for you—fast!

Now the trucks you want, when you want them.

ERF Acknowledged as Britain's best all-round truck. Low profile cab, complete with moulded fire-resistant SMC glass fibre panels mounted on a powerful, rust-resistant steel safety cage. Well proved major components making up a choice of engine, gearbox and axle units.

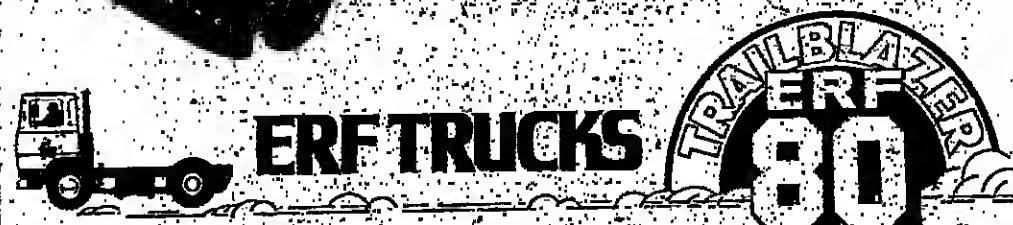
Top economy, superb reliability.

As an all-value all rounder, the ERF hasn't a rival.

And they're now more easily available than ever before.

To view these superb trucks first hand, write or telephone ERF at Sandbach for the name of your nearest ERF distributor.

And even if the ERF truck you want isn't there, we'll get it for you—fast!



ERF TRUCKS



ERF Limited, Sun Works, Sandbach, Cheshire, CW11 9DN Tel: Sandbach (093 67) 3223

# MARYLAND

# YES! YES! JAI! OUI!

Businessmen all over Europe are saying "Yes" to the opportunities in Maryland, USA. More than 125 foreign companies are here already.

We offer you many important advantages: a well-balanced labor pool, a strategic location near the mid-point of the New York-Atlanta-Chicago Triangle, the Port of Baltimore, which is closer to the Midwest than any other port in the East, a recession-resistant economy thanks to our diversified industries, and an excellent transportation network including three major airports.

Attractive financial incentives, industrial training, and other advantages are available to you now.

For more information, send in the coupon, or contact George Van Buskirk, European Director, State of Maryland, 78 rue Defacoz, BTE 6, 1050 Brussels, Belgium, Tel (02) 539.03.00, Telex 64317.

Yes! Jai Out! Please contact me with more information about the opportunities for businesses to prosper in Maryland.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

FO6

## Alitalia wins the space race! Exclusive daily Airbus service London-Rome starts July 1st.



Only Alitalia offer all the spaciousness of daily wide-bodied flights from London to Rome.

Every day at 12.10. From July 1st Alitalia's A300/B4 is the latest version of the Airbus, an aircraft that already enjoys a reputation as one of the most comfortable planes in the sky.

The 12.10 departure is ideal for connections from internal UK airports and for onward flights from Rome on Alitalia's worldwide network: with Alitalia you get wide-bodied comfort all the way.

Quiet, anti-pollution General Electric engines power Alitalia's A300/B4 Airbus.

Arrival in Rome is also nicely timed for 'Intermezzo' holidays and stopovers, particularly if you decide to take a long weekend: you fly out on Friday at 12.10—you stay in a first class hotel—and we get you back to London's Heathrow airport on Monday.

Now, if you would like us to enter your name for a space reservation, contact your Travel Agent or phone Alitalia, 01-734 4040.

# Alitalia



## JOBS COLUMN, APPOINTMENTS

## Where work depends critically on leisure

BY MICHAEL DIXON

"ALL MY LIFE I've regretted not learning a musical instrument. But I've now bought one and I'm getting quite good. Mind you, it's fairly easy to sound bearable playing a Yamaha organ—to your own ears, at least."

The speaker, a 50-year-old personnel manager, is one of dozens of readers who have answered my plea for advice on what it is like to work as an expatriate manager or specialist in the Middle East. The plea was made because of signs that, despite the increasing threat of redundancy to such workers at home, uncertainty about Middle East conditions deters potential candidates for jobs on offer there.

An expectation that such offers will continue to be open to western expatriates, especially those with technical expertise plus managerial experience, is a common feature of the response which has been more generous than I could ever have a right to expect. As on previous occasions when this column has asked for help, you have done me proud... and so have set me two main problems.

The first is how to deal with such a store of detailed information on the various regions of the territory and on different types of employment. Certainly, I could not hope to provide an adequate summary in a single

article, and will therefore need to return to the theme for at least part of two or three Jobs Columns after today.

The second problem is where to start. And the answer I have chosen after a lot of shilly-shallying, is in the region which accounts for a good half of the contributions: Saudi Arabia. Hence today's opening quotation from the guy who has found the lost chord.

## Prime need

By doing so through the medium of an electronic organ, the personnel manager illustrates a point made by most of the comments from Saudi. It is that stereo sets, video players and other sophisticated apparatus for home entertainment are available there at very reasonable prices although, since they work properly only if manufactured to run on 60 cycles, they are not much use after one leaves the area. Until that time, however, such devices are apparently a prime requirement.

The reason is, in the words of one contributor, that the strict Islamic code forbids "so many things we have been used to taking for granted: alcohol, cinemas, mixed bathing, and otherwise socialising in public with the opposite sex." Another adds that if there are Arabs living in the same neighbourhood, they are likely to com-

plain to the authorities "if you show films in your own home to an audience of men and women." Several point out that there is little intelligible entertainment available even on television, except for the minority who either understand Arabic or live in the Eastern Province within reach of programmes transmitted by Aramco or the Gulf States.

"The Saudis have a fairly high respect for the British," says a further correspondent. "They seem to think that we are less inferior to them than most other nationalities are. Besides, qualified Brits are still 'a good buy' when compared with equivalent staff from other Western countries, and they're good at doing technical things that the typical Arab, who is basically a trader and usually a talented one, isn't interested in. And while females aren't allowed to work, there's respect for British women, too, provided they dress on the demure side of modesty and don't venture out too often or too far by themselves."

"But the Saudis stay very much aloof from us socially, so we expats are restricted to our own company. We have our own barbecues and parties, where there's usually booze available. But as it's against the law, there's a tendency for people who partake not wisely but too well to find their social opportunities diminishing. It's

also wise to have any booze delivered right to your door. Being caught with alcohol in your car can easily mean prison and deportation and, even if you're a careful driver, there's always a high risk of being run into by an Arab. In addition, there are sports clubs, amateur theatricals etc. However, even if you work in a big operation and live in its compound with a wide variety of expat colleagues, that kind of social round is soon liable to get claustrophobic."

Which brings us back again to the personnel manager. For by reviving his long-lost musical ambition, he illustrates a further important point raised by the bulk of the comments from Saudi. It is that expatriates there need some way of occupying leisure hours satisfyingly—which usually means productively—when they are on their own. No matter how successfully the expat has established friends and trustworthy acquaintances, says yet another correspondent, social engagements do not occur evenly. One week will be crammed with invitations, the next there could well be none.

In sum, how expatriates in Saudi Arabia cope with their leisure hours is critical not only to their general well-being, but also to the success of their work. I must admit that I was at first surprised by the emphasis placed by all contributors on the sensible organisation of off-duty

hours, especially since most expats seem to have so few of them by comparison with managers and specialists in the West. The working day usually starts at seven or eight in the morning and ends about 12 hours later, and although a break of three hours or so may theoretically be allowed around mid-day, several correspondents say that they rarely manage to take it in practice. Moreover, most work every day but Friday, and the bulk of others have only half of Thursday in addition.

## High value

"But the sheer fact that you have so little time off makes it very important," explains a further letter. "The more hassle there is at the times you're away from work, the harder it's going to be to keep up with your job."

This view was confirmed by a London-based recruitment consultant with long experience of selecting managers and specialists for export to the Middle East. "The ability to be self-sufficient when you're off duty is a prime need in anyone who is going to be an expatriate in Saudi," he said. "That's true of the man who goes out on his own—and, by the way, I wouldn't advise anyone who's married to stay there for long by himself; the first six months while he gets

into the job is enough, and then the wife should be out there with him."

"But when she gets there, coping with leisure becomes even more important. It's hopeless if when he gets back after work, his wife adds all her dissatisfactions to his own troubles. It is especially hard for women, who're not allowed even to drive, to bear their frustrations patiently. One might as well cry for the moon as to think about sex equality in the context of Saudi, of course. The two roles are so utterly different. But whatever the husband does, I'd say the wife's role is usually the more difficult. So I always interview wives as well."

"When a candidate's married, then I'd shy away from recommending an appointment unless both of the couple are the sort of people who can organise their leisure. For example, if they're the kind who don't just join clubs, but get involved in running them."

"If they're not, then there's only one bet that is safe to make. They are not going to stay the course out there. And as I always tell everybody, I interview it doesn't matter how big your salary is or whether you bank away half of it or three quarters, if you don't stay out there for two years at least you are going to come back a loser."

## FINANCIAL DIRECTOR

c. £20,000

## MANUFACTURING

The company is a Lancashire-based manufacturer selling nationally 250m p.p. of non-food product to the UK grocery trade. It has two plants—not far apart. One is capital intensive, the other people intensive. There are 300 employees. The business was started from scratch in 1970. The company is private. It has an overseas parent.

A broad range industrial executive is required—first, to take charge of a conventional finance and accounting function; second, to bring to bear throughout the business, with unremitting initiative, the strong input of a trained, numerate perception.

The opportunity to become a key member of a close-knit management team is immediate. Less immediate, but perhaps within grasp, is the chance to become Deputy Managing Director, a new position which the company plans to fill. For that task, people skills, as well as demonstrated financial command, would be a must.

A first class, inquiring mind, a decent university degree (any discipline), and a major financial qualification are prerequisites. An MBA would be a plus. The broader the experience gained in the financial area the better, but 35 or so would not necessarily be too young. An ability to fit in with, as well as live in Lancashire is essential. So also is a zest for work and a gift for enthusing others.

A salary of £20,000 is offered. Moreover, no appointment will be made at less than 25 per cent above salary presently earned. The job is intended to appeal to candidates already well rewarded as outstanding performers, yet who seek freedom to move within a less formal, but more decision-prone, environment than their present employment permits.

Please apply (enclosing CV) setting out how the specification is met: c/o The Chairman's secretary, Mrs. M. George, 60a Cadogan Square, London SW1

## Chief Accountant

Bedfordshire  
c£15,000+car

Reporting to the Finance Director, responsibility is to manage a decentralised finance function and provide timely management information. Initial tasks are to review and strengthen accounting systems at divisional level, and improve the quality of financial reporting. Some travel to the operating units will be involved.

The company engaged in manufacture, importation and related distribution of quality consumer products, is a leader in its field. Part of a substantial British group, the company's turnover now exceeds £24m and is growing steadily. Candidates must be qualified accountants, probably aged in their thirties, with experience of financial

management gained in a sizeable industrial group environment. A determined personality and developed inter-personal skills are essential.

Applications, which will be treated in strict confidence, should contain relevant details of career and salary progression, age, education and qualifications.

Please write to Geoffrey Thiel, quoting reference 899/ET, on both envelope and letter.

**Deloitte Haskins & Sells**  
Management Consultants  
128 Queen Victoria Street, London EC4P 4JX

Confederation of British Industry  
DIRECTOR-GENERAL

The CBI is seeking a successor to the late Sir John Methven.

The Director-General is the Chief Executive of a major representational organisation, the primary task of which is to promote the interests of British business.

A candidate for this post must have a record of considerable achievement in business and must be committed to the objectives of the CBI. A candidate should also have the ability to communicate effectively at all levels.

Those who wish to be considered, or who wish to nominate a candidate, are asked to write or to telephone the management consultants who are advising on the appointment—

**The Managing Director**  
**Spencer Stuart Management Consultants**  
Brook House, 113 Park Lane,  
LONDON W1Y 4HJ  
Tel: 01-491 3866

All such letters or calls will be treated in complete confidence.  
This appointment is open to both men and women.

MONEY  
BROKING

Currently, we are asked by two Companies for Local Authorities Dealers at Management Level. Also we seek on behalf of other Companies, very experienced Senior Inter-Bank Dealers and also Senior Commercial Brokers. Please phone Mike Pope or Sheila Ankwell-Jones on 01-238 0731, to make a mutually convenient appointment.

**MIKE POPE**  
MONEY MANAGEMENT  
APPOINTMENTS  
30 Queen St. E.C.4.

## Management Accountant

£12,500+CAR

This is a key post at the Surrey head office of Weyroc Limited, a Swedish Match Company. The group and Weyroc are leaders with a range of timber based products that dominate the European market. The company is to relocate to Norfolk shortly.

• RESPONSIBILITY is to the Head of Finance for providing a control function relating to budget preparation, analysis and monitoring of operating performance and costs, preparation of monthly accounts and the improvement of systems.

• THE REQUIREMENT is for a qualified Cost and Management Accountant with particular experience in a similar role in a process industry and familiarity with computerised accounting. Career prospects within this expanding group are good.

PREFERRED AGE late 20s.

Write in complete confidence  
to C.A. Riley as adviser to the company.

## TYZACK &amp; PARTNERS LTD

MANAGEMENT CONSULTANTS

10, HALLAM STREET LONDON W1N 6DJ  
21 AINSLIE PLACE and EDINBURGH EH3 6AJ

US Non-Marine Director  
From £20,000

A medium sized Lloyds Broker wishes to appoint a US Non-Marine Broker to their senior management team in London.

The new Director must have the management ability to run a department or to produce a considerable amount of good quality business with consequent visits abroad.

Those aged around 35-40 with appropriate US non-marine experience are most likely to fit our client's forward looking, dynamic style. Above all he or

she must have a reputation in the Lloyds Market which is above reproach.

Terms are for discussion around a base salary of £20,000 per annum. The total remuneration package and joining terms are unlikely to be limiting factors. A car is provided.

Please telephone, or write, in absolute confidence, to Timothy Gartside or R.N. Orr for an application form quoting client reference 2341.

## Roland Orr

Management Consultants

35 Piccadilly, London W1V 9PB Telephone 01-734 7282

FINANCIAL  
ACCOUNTANT  
LIFE ASSURANCE

London c£12,000

Our client has an impressive growth record with funds currently exceeding £500 millions.

A financial accountant is to be appointed who, reporting to a director from the outset, will manage the treasury and investment accounting functions and co-ordinate the preparation of statutory accounts. Success in this appointment will lead to further responsibility in the financial and secretarial areas.

Applications are sought from qualified accountants aged around 30 with sound experience of accounting and staff management in financial or service organisations using computerised accounting systems. A basic salary of around £12,000 will be enhanced by attractive benefits and good career prospects.

Please send brief personal and career details, in confidence and quoting reference FT108/M to Douglas G Mizon at the address below.



**Ernst & Whinney** Management Consultants  
57 Chiswell Street, London EC1Y 4SY

Marketing  
Executive

required to join the Management Team  
of a national contractor

Applicants should have a good record of achievement in the construction industry, preferably with experience of market research, planning and public relations.

The prime objective will be to generate work to meet the Company's planned expansion programme and the successful applicant must have high personal standards backed by a commercial approach and the ability to negotiate at all levels.

The appointment is based in London and is designed to cover the southern region of the country. Suitable applicants, male or female, should be aged between 35 and 50.

The salary and conditions of service will be commensurate with the experience and qualifications of the candidate.

Apply in confidence with detailed C.V. to:  
Box A7211, Financial Times, 10 Cannon Street, EC4P 4BY.

Credit Analyst  
Energy & Minerals Group

Chemical Bank of New York, one of the largest banking groups in the world, is continuing to expand its substantial involvement in the extractive industries. For our London office we are looking for a graduate with at least 2 years' credit appraisal experience, possibly gained after the completion of a formal credit training programme. An understanding of loan documentation and project financing together with experience in one of the extractive industries is desirable but not a necessity.

The position primarily involves reviewing existing commitments, assisting in the preparation and analysis of loan documentation, and the appraisal of new project financing.

The successful candidate will also work closely with account officers and have frequent client contact. Career prospects are excellent.

Conditions of service are consistent with those expected of a major international bank and salary will be commensurate with ability and experience.

Candidates should write in the first instance to: Philip Hordley, Personnel Officer, Chemical Bank, 180 Strand, London WC2R 1LT.

**CHEMICAL BANK**  
An equal opportunity employer.

هكنا من العمل



## Not less than £20,000 p.a. Managing Director MANCHESTER Electrical Engineering

Graduate in Electrical or Electronic Engineering. Male or female aged 35 plus. MBA or equivalent an advantage. Some knowledge of German desirable. Candidates must show evidence of profit responsibility for a successful automated production business and be able to operate under strict financial controls. Previous experience in start-up operations an advantage but a successful track record and profit motivation much more important. Outstanding fringe benefits commensurate with the job include bonus, contributory pension/life/medical cover, company car and relocation expenses.

Suitably qualified candidates please phone 01-631 1444 for application form quoting MRD 0013 (24 hour answering service).

### MRD

Management Recruitment Division  
BOYDEN INTERNATIONAL LTD.  
87 TOTTENHAM COURT ROAD, LONDON W1P 9ED.  
LONDON, PARIS, BRUSSELS, GENEVA, ROME, MILAN,  
MADRID, BARCELONA, TOKYO, HONG KONG, SINGAPORE,  
MEXICO CITY, SAO PAULO, AUCKLAND, WELLINGTON,  
SYDNEY, JOHANNESBURG AND THROUGHOUT THE USA.

## Young Accountant

Major multinational - London office circa £9,500

Our client is a major multinational having extensive interests in publishing, communications and information as well as leisure and natural resources. They are listed as a public company and have considerable interests throughout both the U.K. and North America. Group turnover is well over £500 million. Their principal U.K. office is in London.

They seek a newly qualified accountant, mid-twenties, of above average ability and potential to join their small London office team. The work involves the consolidation and drafting of quarterly and annual financial statements as well as the preparation of monthly management accounts. The group operates in a multi-currency situation. The job will involve liaison with senior management as well as with auditors and other professional advisors.

Normally this job may be expected to lead to promotion to line management within 2/3 years.

In addition to the generous salary there are 5 weeks holiday and other benefits. Please write with full details to Colin Barry at Overton Shirley & Barry (Management Consultants), 2nd Floor, Morley House, 26, Holborn Viaduct, London, EC1A 2BP. Tel: 01-353 1884.

Overton Shirley  
and Barry



## FINANCIAL DIRECTOR

c. £15,000 and extras...

We have been asked to fill a position in a decentralised £30m. turnover company within a quoted U.K. group. The Financial Director will work closely with the Managing Director in evolving corporate strategy and promoting this within the group. The operational objectives will be: to review and strengthen the structure thereby improving the total information system, to develop awareness and cooperation with line management, to relate effectively with the corporate financial team and to reappraise and develop the existing high level of expertise in the accounts department. The company's short term aims are to consolidate its high ranking position in what is recognised as a growth industry. The Financial Director who joins now is well placed in the overall group promotion structure.

Please contact me if you are a Chartered Accountant, aged about 33 with a business school background and professional training with a respected firm. In particular I am looking for a wide ranging experience which has included computers and which has produced a well-rounded, confident personality which would match the high demands this new job will undoubtedly create. The appointment is based in Essex. Benefits are negotiable and include a car and relocation assistance.

Candidates, male or female, should send a detailed career history to Giles Foy who is advising on this position, quoting reference 704/FT.

### JWT Recruitment Ltd

Executive Recruitment & Selection  
40 Berkeley Square London W1X 6AD 01-629 9496

## Investment Analyst

£9,025 - £11,355 p.a.

The Electricity Council wish to appoint an analyst in their Investment Branch which has responsibility for the investment of the funds of the Electricity Supply Industry's Superannuation Schemes. The current value of these funds is about £1,400 million.

Investment analysts are responsible for keeping under close review the various sectors within a substantial portfolio of ordinary stocks and shares; assessing detailed studies of industries and companies, vetting company accounts and monitoring stock market price performance. The analysts are required to make specific investment recommendations whilst also assisting in the general administration of the investments, and preparing occasional reports on a wide range of related investment matters.

The man or woman we are now seeking to join the investment team will have a sound knowledge of economics and investment principles and will already have practical experience of share analysis within the Investment Industry.

Please write in confidence giving details of age, career to date and present salary quoting F/39 to:-  
Duncan Ross, Recruitment & Development Officer,  
The Electricity Council,  
30 Millbank, London SW1P 4RD.

### ELECTRICITY COUNCIL

## FINANCIAL DIRECTOR

DESIGNATE

for an international private manufacturing company based in the south of England with overseas subsidiaries.

Responsibility for a small accounts department in the UK and control of the accounts departments of the overseas companies. Initially responsible to the Board for all financial matters involving reorganisation and future planning of the development of this growing company.

A qualified Chartered Accountant is required. Salary £17,500 per annum or higher for an outstanding candidate.

Please write with full details to Box A.7213  
Financial Times, 10 Cannon Street EC4P 4BY

## ASSISTANT FUND MANAGERS

A leading merchant bank has vacancies for three Assistants to work with senior Fund Managers.

Successful candidates will have a sound knowledge of investment fundamentals and have a minimum of two years experience as a Sector Analyst in a Research Department - probably with a leading firm of stockbrokers or a merchant bank. They are likely to be graduates and must be capable of producing well-written analytical and business reports.

Candidates will be between the ages of 25 and 30 and the reward range will be £8,000 to £12,500 + non-contributory pension. The positions provide an excellent opportunity to gain fund management experience and to progress to full Fund Manager responsibilities. Please write or telephone in confidence to Michael Jenkins.

### Directorship Appointments Limited

17 Devonshire Street, London W1N 1PS. 01-580 7357.

## YOUNG ACCOUNTANT

Rome & London to £9500 + benefits

In Rome for up to one year to manage the financial function, the Accountant will return to London to take up a position in the European headquarters finance team. The Italian operation is being wound down and the accounting duties transferred to an appointed agent. The Accountant will handle this transfer and deal with all finance and related matters.

Our client is a subsidiary of one of the world's leading construction companies, and the London office, the accounting centre for multi-national business worth £150 million annually. Applicants (male or female) should be qualified accountants aged 25-28 from the profession or industry, flexible and with some knowledge of Italian. Please telephone or write to Stephen Blaney B.Comm., FCA., quoting reference 1/2001.

EMA Management Personnel Ltd.  
Burns House, 88/89 High Holborn, London, WC1V 6LR  
Telephone 01-242 7773

## FINANCIAL CONTROLLER

Hospital

London to £15,000 + benefits

Our client, a successful medical care organisation expanding internationally, wishes to appoint a Financial Controller who will take responsibility for all financial management and reporting. He or she will organise the department and establish sophisticated controls, developing into special project work.

The company is planning further growth which will extend the scope of this position and provide a range of promotion opportunities. Applicants should be qualified accountants aged 25-35 with hospital audit or accounting experience. Please telephone or write to Stephen Blaney B.Comm., FCA. quoting reference 1/2008.

EMA Management Personnel Ltd.  
Burns House, 88/89 High Holborn, London, WC1V 6LR  
Telephone: 01-242 7773

## UNIVERSITY OF STIRLING CHAIR OF BUSINESS STUDIES

Applications are invited for a newly established Chair of Business Studies. The successful applicant will be expected to guide the development of Business Studies in the University.

Further details are available from the Secretary, University of Stirling, Stirling FK9 4LA to whom applications together with the names of 3 referees should be submitted by 5th August 1980.

## GENERAL MANAGER

SALES/DISTRIBUTION/MARKETING

A Midland based engineering group of companies, as part of its plans for diversification, is to set up a company in the Midlands marketing recovered goods to the wholesale and retail trades.

A dynamic general manager is required with a proven record in selling and marketing, and previously having experience in the import/export business.

The general manager will be responsible to the main board of directors for the setting up of the operation and will be expected to have sufficient ideas and experience to formulate proposals as to product choice and marketing techniques.

Salary and commission will be negotiable and company car will be provided.

Reply giving full career details to:  
Box No. 472E  
Financial Times, 10 Cannon Street, EC4P 4BY

## International Lending - Career Positions

Standard Chartered is Britain's largest independent international bank with assets exceeding £13 billion and more than 1500 offices in some 60 countries.

Our International Division, based in London, is growing rapidly, and exceptionally we are recruiting a few suitably qualified young bankers to contribute to and benefit in career terms from its growth and success.

We are seeking young men or women in their late twenties or early thirties, with several years' experience of euro-currency lending at a responsible level, with considerable knowledge of country risk analysis and credit review techniques, and sound basic knowledge of loan

documentation and syndications. This experience will have been with banks of significant size and reputation, actively involved in the appropriate markets. Graduate and/or AIB qualifications are important, while formal credit training could be an advantage.

Our salaries and benefits are at a level to be expected of a major bank and career prospects, both in the short and longer term, are excellent.

Please write, giving full details of achievements, qualifications and salary progression, to Bob Leeming, Manager, UK Manpower, Standard Chartered Bank Limited, 10 Clements Lane, Lombard Street, London, EC4N 7AB.

Standard Chartered  
BANK LIMITED

## Chief Accountant Profitable shipbuilder

This successful company, part of a major national group, has a well established reputation for the design, construction and repair of specialist ships. A chief accountant is now needed at its modern yard which is located in an attractive part of East Anglia.

The primary tasks will be to prepare monthly financial accounts, budgets and cash forecasts. This will entail liaison with line management and involvement in future developments of the computer based accounting systems. Reporting to the Financial Controller, further responsibilities will include the supervision of the accounts, wages and secretarial support departments.

A qualified accountant is required with practical knowledge of accounts preparation and computerised accounting systems, preferably coupled with experience of staff supervision.

Remuneration: up to £10,000 and other benefits. Relocation expenses will also be paid.

Please write in confidence to CT Garcia [Ref 808F]

Thomson McIntock Associates 70 Finsbury Pavement London EC2A 1SX TML

## Group Managing Director Scotland

The Scottish Development Agency is forming a holding company to manage its interests in electronics, textiles, engineering and other industries. A Managing Director is being appointed to run this group, whose main responsibilities will include the assessment of new and often innovative investments, the formulation of investment packages along with private capital and the relationships with the subsidiary and associate companies. Candidates will now almost certainly hold a senior financial or general management position at group level and should be familiar with the management of substantial minority investments. Salary and other benefits commensurate with the seniority of the appointment will be negotiated. Please write initially with brief career details to A.P. Rait, as adviser to the company, at Selection Thomson Ltd., 15 North Claremont Street, Glasgow G3 7NR or 38 Park Street, London W1Y 3PF.

Selection Thomson  
Glasgow and London



## Jonathan Wren - Banking Appointments

The personnel consultancy dealing exclusively with the banking profession

### SENIOR MANAGER LENDING

Our client, a European bank, requires a Manager whose responsibilities will include: developing, generating, and maintaining the bank's lending portfolio (UK and Ireland); Eurocurrency loan syndications (in which the London Branch acts in a booking/funding capacity); loan administration, recruitment and control etc. Applicants must have had at least ten years international/merchant banking experience, preferably specialising in the domestic, Eurocurrency-syndicated lending market. Please telephone BRIAN GOOCH

### FOREIGN EXCHANGE DEALER

We should like to hear from experienced young Foreign Exchange dealers (aged 24/32) who would be interested in a responsible appointment with a new, rapidly expanding international commercial banking operation in the City. As deputy to the principal dealer, the person appointed will need all-round Foreign Exchange dealing experience including exchanges, deposits and arbitrage. This position offers attractive career development prospects and a range of fringe benefits including a mortgage subsidy. Please telephone KEN ANDERSON

### PREMISES/ADMINISTRATION MANAGER

A leading investment company is seeking an experienced Administration Manager, preferably aged 30/45. The prime areas of responsibility are the administration of telephones and printing, systems development, legal conveyancing, the co-ordination of premises alterations, fire precaution systems, miscellaneous office equipment and related capital expenditure. Experience of company secretarial duties would be particularly advantageous. Please telephone ROY WEBB

170 Bishopsgate London EC2M 4LX 01-623 1265/7/8/9



## Top accounting consultants

UK, Europe, Africa and Middle East



As one of the largest British and international management and economic consultancies we offer exceptional challenges - and opportunities - to outstanding graduate accountants, aged 26-32, who have successful records in management, financial analysis or computer-based systems.

### We offer:

- an initial remuneration package worth up to £14,000 p.a.
- demanding assignments, often working in multi-discipline teams
- opportunities to work overseas - short or long term
- a base in London, Birmingham, the North or Scotland
- rapid career and earnings progression

Resumes including a daytime telephone number to E H Simpson, Executive Selection Division, Ref. SF20157.

**Coopers & Lybrand associates**

Coopers & Lybrand Associates Limited  
management consultants  
Shelley House, Noble Street  
London EC2V 7DQ

## International opening for Young Management Accountant

J I Case is a multi-national organisation engaged in the manufacture and marketing of heavy construction, earth moving and agricultural equipment. Four months ago we moved our European headquarters from the Netherlands to Weybridge in Surrey, and it is to join us here that we are looking for a young Management Accountant. He or she will preferably be a fully qualified accountant in their late 20's with some two years' post qualification experience gained in a commercial environment, and, ideally, in a multi-national organisation.

As a member of our Finance Department, reporting direct to the Manager of Operations Accounting, you would be responsible for ensuring that control procedures and policies are being fully adhered to throughout the J I Case European organisation. This would entail keeping a watching brief on our European subsidiaries, carrying out a detailed analysis and review of company reports and budgets and passing your findings on to HQ management. You would also be expected to spot potential problem areas and plan, perhaps six months in advance, a suitable course of action. Close liaison with our Internal Controls Managers as well as internal auditors will be essential.

This is an important position within our organisation offering broad experience in management accounting on an international level and will involve some European travel.

An excellent salary will be offered along with a generous range of benefits which will include relocation expenses where appropriate. Prospects for the future of this growing organisation are exciting and so too are the career opportunities for the people who join us.

Please write with full personal and career details to Mrs M. C. Husby, Manager Employee Relations, J. I. Case (Europe) Inc. Case House, 45/47 Monument Hill, Weybridge, Surrey, KT13 8RL.



## JAMES CAPEL & CO. Investment Analyst

Our London-based Far Eastern Department covering Hong Kong, Singapore, Malaysia and the Philippines, has a vacancy for an analyst. Knowledge of Far Eastern markets is not essential but the applicant should be experienced and attracted by the challenges and opportunities of this growth area.

Salary and other benefits will be very attractive to the right candidate.

Please apply in strict confidence to:

D. Schulten  
James Capel & Co.  
Winchester House  
100 Old Broad Street  
London EC2N 1BQ

## Financial Controller

London/Essex borders to £18,000 + car

This new appointment provides a quite exceptional opportunity for a young Chartered Accountant aged around 30 who has a record of high achievement and is ready to assume overall responsibility for managing a comprehensive finance function with some 60 staff. The Company has a £250 million turnover and operates in a business sector where narrow margins and intense competition demand the highest management skills and where the provision of accurate, timely data and analysis is accepted as an essential ingredient for success. Applicants (male/female) must have evidence of progression in a substantial and fast-moving business although not necessarily to Controller level since the Company is prepared to recruit potential rather than buy experience. Ref. 1164/FT. Apply to R. P. CARPENTER, FCA, FCMA, ACIS, 3 De Walden Court, 85 New Cavendish Street, London W1M 7RA. Tel. 01-638 0761.

**Phillips & Carpenter**  
Selection Consultants

## Management Accountant

c.£9,000 p.a.

Mitchell Cotts & Co. (U.K.) Ltd. is one of the subsidiary holding companies of the Mitchell Cotts Group in the United Kingdom. It controls several trading activities and requires a Management Accountant who will report to the Finance Director.

Apart from being responsible for producing Management Accounts derived from financial reports supplied by subsidiary companies, the Management Accountant will be expected to assist the Finance Director in a wide range of activities including the preparation of statutory accounts. He/she will also supervise the accounts staff of several of the trading units.

Candidates, ideally aged between 25 and 32, should have a recognised accountancy qualification. The job requires a well educated and lively person who can relate naturally to both line and financial management in a number of activities including freight, chemicals manufacture, vehicle sales and commodity trading.

Conditions for this City based appointment include a non-contributory pension and life assurance, free lunch and four weeks holiday per annum.

Applicants should write or telephone for an Application Form to the Group Personnel Adviser, Mitchell Cotts Group Ltd, Cotts House, Camomile Street, London EC3A 7BJ. Telephone: 01-283 1234.

**MITCHELL COTTS**

## SHEPPARDS AND CHASE

Members of The Stock Exchange since 1827

### Stock Market Opportunities

#### PRIVATE CLIENT PORTFOLIO MANAGEMENT

Our Private Client Department is expanding; to date we have over 8,000 portfolios under supervision, with a high volume of funds under discretionary management.

We are developing further our range of services in this area and require an ambitious and energetic assistant to work closely with a partner and senior manager.

Candidates should be in the middle 20's, with sufficient experience of private client business to enable them to accept an increasing measure of responsibility.

#### DEALERS AND BLUE BUTTONS

We are looking for young Dealers and Blue Buttons to join our equity dealing team. About a year's experience in either capacity would suit - the ability to work hard and maintain good humour under stress is essential.

Quality of performance will be well rewarded and enthusiasm will be welcomed. Terms and working conditions are attractive.

Applications for either of these positions will naturally be treated in confidence and should be sent to:-

M.J. Rogerson Esq., Sheppards and Chase, Clements House, Gresham Street, London EC2V 7AU.

## Financial Controller

c£11,000 p.a.

London W.1

With an impressive record of growth and increased turnover our clients are fast establishing themselves as one of today's most dynamic young companies. They provide an extensive range of superior computer services to industry which include consultancy, systems development, operational services and software products. Such diversity relies upon the support of a highly professional accountancy function.

Ideally aged 25-35 the person who joins them as Financial Controller will have the ability to become part of their trading team and the skill to accept the responsibilities this position involves. Reporting to the Managing Director you will have overall responsibility for the accountancy function. This will involve preparing monthly management accounts, budgets, and financial accounts for audit. Primarily, however, you will monitor the Company's financial situation, with a view to planning its future growth. It's an ideal opportunity for career development, and one which provides unrivalled scope.

In keeping with its progressive image, the Company offers first class prospects and rewards. These include a competitive starting salary of c£11,000 p.a. which will be substantially increased with a bonus and profit sharing scheme. With a generous range of benefits, this remuneration package is to say the least, highly attractive.

Please contact Kevin Clyde-Smith on 01-235 7032 ext. 446, 45 Grosvenor Place, London SW1X 7SB. (Answering machine out of hours 01-235 5938)

**PER**  
Professional & Executive Recruitment

Applicants are welcome from both men and women

## LENDING OFFICERS

Our client, a major European bank, is about to establish a London branch and seeks two experienced Lending Officers, one of whom should have specialised export credit finance experience. This is a rare opportunity to join a London banking operation at the very outset and should appeal to those of above average achievement and ambition. Salary and benefits are negotiable.

Replies with full career information, which will be treated in the strictest confidence, should be addressed to John Trafford, The Corporate Consulting Group, 24 Buckingham Gate, London SW1.

**CCG**

Corporate Consulting Group

## Managing Director

Men's Clothing

London Circa £25,000

Our client is internationally renowned in the apparel industry with substantial turnover, both in the UK and overseas and with further vigorous expansion planned.

An outstanding Managing Director is required to assume direct responsibility for the profitable expansion of the company.

Candidates, aged 35-48, will have a successful record in general management, with full profit responsibility in the men's or women's clothing industry or in an allied sector. Broad management experience, including marketing and production planning, is expected.

Please write with career details, in complete confidence, to Michael Waggett, quoting ref. 1141 at Odgers and Co. Ltd., 1 Old Bond Street, London W1X 3TD.

**Odgers**

MANAGEMENT CONSULTANTS  
Odgers and Co. Ltd., One Old Bond St., London W1X 3TD  
01-492 8811

For the person who doesn't have to take chances, this is the chance of a lifetime.

## Director of European Marketing Communications for Texas Instruments.

The special person we're seeking is already highly placed in a company and probably isn't looking for a change. But for the person whose experience matches our need, this could be the once-in-a-lifetime opportunity too rare to pass up.

### The Company.

Texas Instruments. A worldwide leader in high technology business, industrial and consumer products with plants in Europe and around the globe. A \$3 billion company. With a goal of \$15 billion by the late 1980s.

### The Challenge.

TI needs an exceptional person to head our European Education and Communications Center. This includes all advertising, merchandising and public relations activities throughout Europe.

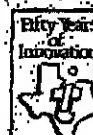
### The Rewards.

This is a key executive position. A very high level of compensation is offered. You will be located in Nice, reporting directly to the worldwide manager at corporate marketing headquarters in Dallas, Texas.

### The Experience.

To have this exceptional position, you'll need some exceptional credentials. You'll be surrounded by highly qualified people, so you must be highly qualified. From 8 to 10 years of successful marketing communication experience is required, ideally in multinational electronic companies managing complex programs and budgets. Because you must work effectively with many people, you should be of a European nationality speaking perfect English.

To apply, send resume in confidence to: R. Y. Henshaw/Texas Instruments Corporate Personnel/P.O. Box 225012, M.S. 87/Dallas, Texas 75266, U.S.A.



**TEXAS INSTRUMENTS**  
INCORPORATED

An equal opportunity employer M/F

## Management Accounting International Marketing

Central London

to £9,000

Our client, a division of an international group, markets a range of business equipment in the expanding Mediterranean, Eastern European and North African areas.

They require a young part qualified accountant for the Finance and control function to provide an accounting and short/long range planning service to the various divisions, using computerised systems.

Ideally, you should be a graduate, aged mid 20's with 3/4 years relevant experience in an international environment. You will receive excellent experience and can expect to benefit from this successful group's policy of rapid internal promotion. Please telephone or write quoting reference RG 3134.

**Lloyd Chapman Associates**

123, New Bond Street, London W1Y 0HR 01-459 7781

## WEDD DURLACHER MORDAUNT & CO. SYSTEMS ANALYSTS

A leading Stockjobber has vacancies for Systems Analysts with at least three years' experience of Stock Exchange or financial applications.

Successful applicants will work as part of a team designing future on-line systems and adapting today's complex batch systems to meet the changing requirements of the company. All systems will be based on newly-installed twin ICL 2950/10 computers.

Salary negotiable, probably in the range £6,000-£8,000 plus a bonus linked to the firm's profits. Pleasant working conditions, four weeks holiday, luncheon facility, season ticket loan, contributory pension scheme, health insurance.

Application forms from:

Miss C. E. Gale  
WEDD DURLACHER MORDAUNT & CO.  
Austral House, Basinghall Avenue, London EC2V 5EX



## Group Financial Controller

Salary negotiable around £17,000 + Bonus + Car

Sentry Insurance Group (U.K.) Limited is a member of the international Sentry Insurance organisation whose assets exceed £750 million.

We are looking for a Chartered Accountant, preferably in his/her thirties, with a proven track record including experience in the financial sector, preferably in the insurance industry. A strong knowledge of taxation and management accounting techniques, using mechanical systems is essential.

The duties involve the development and better utilisation of existing financial resources, the development of management reporting information, the consolidation of accounts from operating companies within the Group, and a significant role in shaping the Group's longer term strategy.

The person appointed will have a staff of six and a functional responsibility for the accounts functions in the operating companies, including some of the Group's overseas interests. The Group will be relocating most of its operations, including the accounts functions to Milton Keynes in the near future, and the person appointed will be required to relocate if necessary, for which a generous allowance will be paid.

The remuneration package includes a generous salary, participation in a management bonus scheme, a company car, and other benefits.

Please write giving details of career to date to:

John Brazier, Group Personnel Manager,  
Sentry Insurance Management Ltd.,  
56 Leadenhall Street, London EC3A 2BJ.

**SENTRY**

## UNIVERSITY OF PAPUA NEW GUINEA

Applications are invited for the post of LECTURER/SENIOR LECTURER in Commerce in the Department of Commerce. Candidates should possess a degree with a major in Accounting and Accounting Theory, a professional accounting qualification, and have teaching and professional experience. Preference will be given to those who have specialised in Financial Accounting and Accounting Theory. The Department prepares students for Diploma and Degree in Accounting and offers membership of the Accounting Profession. Salaries: Senior Lecturer £16,510 p.a. plus gratuity. Lecturer £14,650 p.a. plus gratuity. Lecturer £12,810 p.a. plus gratuity. (CI sterling - £1,551 3-year contract; support for approved research; rent-free accommodation; family passage; baggage allowance; annual overseas leave; education subsidies; salary continuation scheme for extended illness or disability. Secondment from home institutions welcomed. Detailed applications (2 copies) including a curriculum vitae, a recent small photograph and naming 3 referees, should be sent by 11 July 1980 to: Assistant Secretary, Box 4820, University PO, Papua, New Guinea. Applicants resident in UK should also send 1 copy to: Inter-University Council, 90-91 Tottenham Court Road, London W1P 0DT. Further details are obtainable from either address.

## Manufacturing Manager

North East England

c. £14,000 plus car

This is a major career opportunity in a Company with an international reputation as a manufacturer of high-quality products marketed throughout the world. The job, which has total manufacturing responsibility on-site, demands a top calibre manager. Prime responsibilities are for maximising production, operating to exacting cost and quality constraints together with the further development of the manufacturing facility. Candidates, male or female, ideally aged 30 to 40, must be graduates in chemistry, chemical engineering, pharmacy or related disciplines and desirably have a

qualification in accountancy or business studies. They must have substantial successful production management experience at a senior level in the pharmaceutical, chemical, cosmetics or related industries, and experience in controlling male and female labour. Exposure to computer-based systems and the conduct of industrial relations negotiations would be advantageous. Salary is negotiable, around £14,000, plus car and other benefits associated with a major company.

(PA Personnel Services Ref. W45/7376/FT)

Initial interviews are conducted by PA Consultants. No details are divulged to clients without prior permission. Please send brief career details or write for an application form, quoting the reference number on both your letter and envelope, and advise us if you have recently made any other applications to PA Personnel Services.

## PA Personnel Services

Hobart House, 80 Hanover Street, Edinburgh EH2 1EL. Telephone: 031-225 4481. Telex 72556



A member of PA International

## Operational Research London up to £13,000

As a result of promotions, Shell International Petroleum Company is looking for high calibre Operational Research Analysts with business management potential for their London-based O.R. division, to aid decision-makers in the various business sectors within the Shell Group Central Offices and Operating Companies. O.R. staff are engaged in a wide range of projects including, for instance, coal and natural gas transportation, North Sea logistics, corporate planning and project evaluation.

We are looking for men or women probably in their late twenties/early thirties with a good degree in a numerate discipline (a relevant post-graduate qualification could be an advantage) and at least five years' experience in conducting O.R. studies. Members of the O.R. division have direct responsibility for their projects and are actively engaged in promoting the use of their skills and expertise in the whole area of business planning and control. You will be expected to have entrepreneurial abilities and to initiate new and practical approaches to business problems.

Working conditions and other benefits are excellent as are the prospects of moving into business management. The salary offered will be in the range of £9,000-£13,000 per annum or higher in exceptional cases, and related to ability, experience and particularly potential of the individual for a career in the Group beyond the immediate appointment. Where appropriate, assistance will be given with relocation expenses. Please send an extensive curriculum vitae to:

Shell International Petroleum Company Limited, Recruitment Division (FT), PNE/L23  
Shell Centre, London SE1 7NA or Telephone 01-934 4175 for an application form.



## Entrepreneur Financial Director/ Deputy Managing Director

Cork  
c.£17,000 + car



- Are you a qualified accountant and do you want a small but significant equity stake in a potential growth situation?
- Have you an understanding and liking for the manufacture of complex electro-magnetic/mechanical/electronic specialist equipment?
- Can you look after all financial controls, administration, materials management and commercial international contracts?
- Probably with a large company background, have you the flexibility to institute sophisticated controls into a small company which is going to build up?
- Can you and your family live in and enjoy a rural environment with fishing and sailing?

This offers a unique opportunity to play the major administrative role and take a share in a company making remotely controlled machines for hostile environments — such as the seabed, pipelines and tanker bottoms.

Please telephone or write to Anthony Falcon quoting ref. 274A.

**COURTENAY STEWART INTERNATIONAL LTD**  
11 Maddox Street, London W1R 9LE. Tel: 01-493 0057.

## FOREIGN EXCHANGE ANALYST

East Midlands

Our client is a major engineering company who offers this excellent career opportunity in their Treasury Department.

Reporting to the Foreign Exchange Manager, the successful applicant will be responsible for the analysis of the company's multi currency foreign exchange exposure and contact with banks to arrange foreign currency deals. The work involves the use of computer facilities to record details of transactions and to provide information as the basis for regular reports.

Candidates will probably be in their twenties, possess a degree, ideally Economics, or have had relevant experience within a bank or company. The ability to analyse information, write concise reports and present a well reasoned verbal summary are vitally important.

An attractive salary is offered, plus good pension/life assurance scheme and excellent social, restaurant and sport facilities. Assistance with relocation expenses will be available in appropriate circumstances.

Please send full career details and list separately companies to which we should not forward your reply. Write reference M336 on the envelope. This vacancy is open to male and female applicants.

**Charles Barker**

RECRUITMENT ADVERTISING SERVICES

Kennedy Tower, Snow Hill Queensway, Birmingham B4 6JB. 021-236 2671

Also at London, Manchester, Edinburgh and Glasgow

Commercial Banking in the U.K.

## CREDIT DEPARTMENT MANAGER

A major foreign commercial bank with a long-established UK operation is seeking a Manager for its Credit Department to be responsible for managing the bank's UK lending portfolio. The bulk of the business conducted with UK corporate clients is in the lending range of £25,000 to £500,000 through working capital overdrafts, loans, acceptance credits, bill discounting and international trade finance.

The position calls for a mature departmental head with good experience in the area of lending to commerce and industry, sound in the analysis of balance sheets and

management information with sophisticated presentation to a Credit Committee capable of monitoring an active portfolio and presiding over a small staff.

An attractive salary is offered and fringe benefits include company pension scheme, free life cover, PPP and a house mortgage subsidy.

All applications will be treated in strictest confidence and should be addressed to:

Box A 7207, Financial Times  
10 Connaught Street, EC4P 4BY

## CURRICULA VITAE

offer Professional CV, writing & production. Individual service, fast turn-round! Write to:  
**CURRICULA VITAE**  
12 Burleigh Street, WC2.

## Operational Audit Up to \$30,000

Our client is a major international group with interests in industrial gases, engineering and chemicals. They have an outstanding record of growth and profitability and the continuing expansion of their business creates ideal opportunities for the personal development of individuals. They are seeking a young professional to work on a training assignment in the firm's Headquarters in the United States for one year and then to return to the small and effective European Audit Department as an Assistant Manager. It is not the firm's policy to employ career internal Auditors and the position would be seen as a stepping-stone to a line position.

The Audit Department is engaged in evaluating performance against Management's criteria for running their business with particular emphasis on internal control and operating efficiency: the techniques it uses, and the degree of sophistication placed in the forefront of modern internal audit thinking. The individual chosen will gain an in-depth knowledge of the parent Company's management and operating practices.

The successful candidate will be a graduate CA/ACA who has served articles in one of the 'top ten' auditing practices. He/she must have supervisory experience, preferably at Manager level, and proven ability to advance.

Applicants, male or female, should apply initially to the address below giving brief details of their career to date. Applications should be marked 'Confidential' and include a covering note indicating any organisation to which they should not be forwarded.

Please quote reference number and address applications to:  
P.A. Brooker, Ref: OA/4314

## Coplan Recruitment Services

21-22 POLAND STREET LONDON W1V 4DD

## Money Broking

M.W. Marshall (Sterling) Limited wish to recruit an experienced CD dealer and an experienced commercial dealer for their London Office.

A vacancy also exists in their Glasgow office for an experienced local authority or commercial broker.

Apply in confidence by letter or telephone to: Staff Director,  
M.W. Marshall (Sterling) Limited,  
52 Cannon Street,  
London, EC4N 6LU.  
Telephone: 01-236 0233.

**Marshall's**

A Member of the Mercantile House Group.

## CONFERENCE/SEMINAR PRODUCER

We would be very interested to hear from Conference/Seminar producers, organising sponsored and/or self-promoted events in any professional or commercial subject.

We are a company producing a whole range of seminars, conferences, exhibitions and publications. We are interested in the best people earning or wishing to earn the highest remuneration either on a full-time, part-time or consultancy basis. Please write in the strictest of confidence to:

John Burtolphi, 40/41 St. Andrew's Hill, London EC4V 5DE  
Tel: 01-248 4815

## Worldwide Risk Management An exceptional opportunity in Paris for young professional

- The job is with a worldwide, very profitable, high technology service business; record of continuous, exceptional growth.
- Based in Paris the Risk Manager will have international responsibility for creative and effective management of risk evaluation and cover for a \$500m company, initiation and follow-up of claims on equipment, open cargo and third party cover etc.
- Excellent international career development potential; salary negotiable.
- We are looking for responsible risk management experience in transportation, oil or service industries; graduate level ability; spoken French an advantage; likely age 28-33; good people and communication skills.
- Call Michael Eggers (London 839 4953) or Jean-Claude Boubée (Paris 265 2613) to talk confidentially about this job, its rewards, challenge and opportunities.

## JSP Selection Consultants

10 Haymarket, London SW1Y 4BP.

## Group Taxation Manager

Salary £17,000

Central London

Tate & Lyle, which has substantial operations in the UK and overseas, is seeking to fill the position of Group Taxation Manager made vacant by internal promotion.

The successful candidate will head a small Tax Department and be responsible for the Group's worldwide tax planning, advising on the tax implications of commercial decisions and supervising the submission of tax returns for UK companies.

Candidates, preferably late 30s/early 40s, should be qualified accountants with

international experience gained in industry or commerce. An ability to anticipate tax problems and communicate effectively at all levels is essential.

Remuneration package and benefits are those normal for a leading international company and include a company car.

If interested, men or women are requested to telephone

Mrs. J. Mathias at Tate & Lyle Limited, Sugar Quay, Lower Thames Street, London EC3R 6DQ.  
Tel: 01-626 6525 Ext: 2237.



**Tate & Lyle**

## FINANCE DIRECTOR (DESIGNATE)

Orpington

£12,500 + car

Our client, a progressive £3m turnover Precision Engineering Subsidiary of a major public group, wishes to recruit a replacement for the Finance Director retiring later this year. The position calls for a person of broad manufacturing experience, a good communicator, with the ability to play a part in the direction and growth of the company.

Applications are invited from qualified Accountants, aged 30-45, with personality and drive who require full involvement in their work and who have good experience in computerised accounting systems. In addition to salary and car the position provides free lunches, pension scheme and BUPA.

Applications to R. J. Welsh, Esq.,

**Reginald Welsh & Partners Limited.**

Accountancy & Executive Recruitment Consultants  
123/4 Newgate Street, London EC1A 7AA Tel: 01-400 8387



## Financial Controller

### Refinery Complex Saudi Arabia

A Financial Controller is required for a large refinery complex, now being built in the Middle East to come on stream in mid-1982. This is a newly created permanent position, which will have full responsibility for all financial matters relating to the complex once it becomes operational.

Candidates should be Chartered Accountants with substantial experience in the oil, petro-chemical or other process industries. The position requires considerable managerial and diplomatic skills, combined with a professional approach to modern accounting practice. The candidate appointed will also advise on relevant aspects of the construction phase. Previous involvement in a major international project would be an advantage. Age range: 35-50.

The salary offered will reflect the importance of the position and, being free of all local income tax, will allow the opportunity for substantial capital accumulation. Comfortable modern accommodation will be provided for the candidate and family. Promotion prospects are good and the appointment will be renewable and initially for three years, with annual home leave and first class air passages paid.

Candidates should write in confidence to Charles Rich or telephone (24 hour answering service) for a personal history form quoting reference R/253/7.

The P-E Consulting Group Appointments Division  
1 Albemarle Street, London W1X 3HF Tel: 01-4991948



This advertisement is featured on page 599018 of Prestel

## Control Evaluation (Merchant Banking)

**City** £ negotiable + profit sharing and mortgage assistance  
Computerisation and substantial overseas operations lead our client, a household name in the merchant banking field, to reorganise and strengthen its control evaluation procedures.

**A manager** (c. £15,000) C.A., or C.C.A., probably aged 30-40, with experience at manager level in an international professional firm or at the head of a large commercial or industrial internal audit department is required. Reporting to the administration director and the audit committee, he or she will ensure the satisfactory review of accounting and control systems and procedures both in the U.K. and overseas. (Ref. 3204/1/L).

**Two operations auditors** (c. £10,000) are also sought to bring the department up to full strength and carry out reviews and make recommendations for improvement. Probably in their late 20's, one at least should be C.A. or C.C.A. with experience at senior auditor level in an international firm and the other could have a D.P. background with sound experience in programming and systems analysis work relating to financial applications. (Ref. 3204/2/L).

For all three positions there are attractive fringe benefits and good prospects. For an application form telephone 01-248 6115, or write to M. J. H. Coney, Executive Selection Division, quoting the appropriate reference.



Peat, Marwick, Mitchell & Co.

165 QUEEN VICTORIA STREET, BLACKFRIARS,  
LONDON, EC4A 3PD.

## Controller, Production Finance

### North Sea Oil

Our client is one of the leading oil companies operating in the North Sea and its growth has been rapid and successful. Further significant growth is planned which will result in continued expansion in the operations centre in Aberdeen where the offshore production, drilling and construction activities are managed. The growth of the Aberdeen based finance group has created opportunities for senior accountants to develop a significant career with one of the foremost in the British oil industry.

Currently our client seeks a Controller, Production Finance, to head up a growing section within the finance group. He or she will be responsible for all financial services in respect of production on existing fields and those to come on stream.

Candidates will be qualified accountants, probably within the age range of 35-45 and will have a solid record of experience at a senior level in capital budgeting, management accounting and financial control in a manufacturing or oil-related industry. It is essential that they have a robust personality, good communication skills and the ability to lead a team effectively within the challenging environment of the oil industry.

The location is Aberdeen and the salary will be circa £15,000 plus car, pension and life assurance plans. Comprehensive relocation expenses will also be paid to the Aberdeen area if appropriate.

Please write quoting reference 1220 or call David Dale who is advising on this appointment. All approaches will be treated in the strictest confidence.

**Oggers**

MANAGEMENT CONSULTANTS  
Oggers and Co Ltd, One Old Bond St,  
London W1X 3TD 01-499 5811

## Deputy to Finance Director

c.£13,000+Car

This is an appointment to a very successful Engineering Company located in an attractive area of the North West. The Company is an autonomous profit centre within a rapidly expanding, high technology, multi-national. Career prospects are excellent.

The job will provide an able professional Accountant (age 30 plus) with major managerial responsibility and the opportunity to lead the further development of advanced management and financial accounting systems. Travel to other locations world wide will be an occasional aspect of the job.

The appointee will have managerial experience of financial planning, of monthly performance reporting and analysis and of progressive cost accounting in a manufacturing

organisation. Proven professional ability will be complemented with the motivation to lead a young team of accountants making an increasingly central contribution to the management control of decision making processes of the Company.

He or she must clearly have the potential to take on higher level appointments within the Company or Group (not necessarily in the financial function) after appropriate development and experience.

Relocation assistance will be provided.

Apply for an application form, quoting reference 135A, to Executive Standby Limited, 310 Chester Road, Harford, Northwich, Cheshire, CW8 2AB. Telephone (0606) 883849.

## EXECUTIVES

Over £10,000

Today is a good day for making a fresh start.

If your present job lacks:-

\* Interest

\* Prospects

\* Salary advancement

and you want:-

\* A better salary

\* New challenge

\* More interest

Then don't wait any longer.

Telephone us now for a cost free assessment

meeting and let Europe's most experienced job

search organisation take a hand in your future - Call

Percy **COUTTS & Co.**

01-839 2271

140 Grand Buildings,

Trinity Square,

London WC2.

## PARIS MERCHANT BANK requires for its Head Office BONDS PORTFOLIO MANAGER

The candidate, aged 30/35, should have upper level general financial qualifications and, ideally, experience as an actuary. He will have already gained a minimum of five years' experience in the management of international bonds and in the foreign bondholder markets. Please apply to Box A7209, Financial Times, 10 Cannon Street, EC4A 3BY.

## FINANCIAL CONTROLLER

Belfast

c. £13,000 plus car

A progressive group of companies engaged in the Motor and allied trades seek a Financial Controller. He/She will be located at the Headquarters in Belfast.

Candidates should have sound industrial experience and be completely familiar with budgeting and financial controls. Minimum qualification requirements are either A.C.A. or A.C.M.A. and the age group is 30/45.

Financial Controller reports directly to the Managing Director and is responsible for establishing satisfactory controls for the production of all essential financial information necessary for the control of the Group.

The fringe benefit package includes assistance with relocation expenses.

Full career details in writing to:

James Baird and Co. (Ref. MDS/42/JR)  
Chartered Accountants,  
55/57 Donegall Place,  
Belfast BT1 5LJ.

## Financial Analyst

Switzerland

International holding company requires a young qualified accountant to assist the controller. Will analyse report study procedures and systems and help to develop new concepts etc. Main language is English, but knowledge of French and German an advantage. Five-figure salary plus excellent benefits and conditions. Age around 30. Applications with CV should be sent to:

**PA Management  
Consultants AG,**

Kreuzstrasse 26, 8008 Zurich, Switzerland. Tel: Zurich 252 69 36.



A member of PA International

## INTERNATIONAL OIL COMPANY

invites applications for

### DIRECTOR FINANCE & ADMINISTRATION

The successful candidate must be a dynamic and aggressive individual with extensive professional experience and knowledge of cash management, investing funds, financial analysis, acquisitions, commodity finance and related fields which would enable him to continue his professional career with inventiveness and motivation.

Willingness to travel and ability to relocate is essential.

An attractive salary and substantial fringe benefits will be offered in accordance with qualifications and experience. Please reply in strictest confidence, giving full details of education, age and experience, to Box A7216, Financial Times, 10 Cannon Street, EC4A 3BY.

# Career opportunities in international merchant banking

Bank of America International Limited is expanding its Corporate Finance Department and is seeking merchant banking executives with broad experience in mergers and acquisitions and related corporate finance areas to cover the United Kingdom, Scandinavia, Latin America and the Middle East. A proven track record and technical skills are essential. Although London based these senior positions will involve international travel, consequently proficiency in at least one foreign language would be an advantage.

Remuneration is negotiable and will fully reflect the importance and the scope of these key positions.

Applicants should write in confidence to Eduard Will, Director, Corporate Finance.



**BANK OF AMERICA  
International Limited**

St Helen's, One Undershaft, London EC3A 8HN.

## INTERNAL AUDIT MANAGER

Abu Dhabi £12-15,000 tax free + benefits

Our client is a substantial privately owned group of companies with wide ranging interests including: general trading, hotels, travel agencies and transport.

The diversity and expansion of its activities now demands the development of an internal audit team. The person appointed will be wholly responsible for the establishment of the audit function covering accounting, financial and operational systems and controls. He will report to the general manager and will play an important role in group development.

Applicants should be qualified accountants aged over 32 with several years experience of the management and control of diverse accounting systems either as line managers or as auditors. A strong personality is essential.

A renewable two year contract is offered incorporating accommodation, transport and other benefits normally associated with such appointments.

Please send brief personal and career details, in confidence and quoting reference FT/109/M to Douglas G Mizon at the address below.



**Ernst & Whinney Management Consultants**  
57 Chiswell Street, London EC1Y 4SY.

## Financial Accountant Develop your career in an international corporate role

to £13,000

ICL is a profitable, fast growing international company in a highly competitive dynamic industry. Our commitment to growth is such that we can offer exceptional career prospects to ambitious, hardworking and practical Accountants in an international corporate environment.

Following recent promotions we are seeking a high calibre Financial Accountant with the ability to take on the role of Assistant Manager, Group Accounting at our headquarters in Putney. Overall responsibilities will cover the preparation of ICL Group statutory reports in accordance with the best accounting practices and include consolidation of UK and overseas statutory returns. The design, development and implementation of world-wide accounting procedures and the provision of functional guidance to UK and overseas reporting units are important features of the job.

The appointment calls for an able and energetic Chartered Accountant with sound relevant experience gained ideally in a major multi-national group. Likely age is 28-35. There are excellent prospects for early promotion to Manager and for further progression thereafter. Please write with full career details to J. Ussell-Davies, ICL, 85-91 Upper Richmond Road, London SW15 2TE, or telephone him on 01-788 7272 extn 4233. Please quote Ref. FT 2010.

**International  
Computers**

think computers - think ICL



## ASSISTANT CHIEF ACCOUNTANT

A fully qualified accountant with several years' post-qualification experience is required to work closely with the Chief Accountant/Company Secretary.

This newly created position, which will interest applicants currently earning not less than £10,000 p.a., offers involvement in many aspects of an interesting and lively business and experience in both financial and management accounting is required.

An energetic self-starter able to control and motivate staff and willing to become part of a closely knit team would find this a challenging and rewarding position offering generous benefits including non-contributory pension scheme and BUPA membership.

Please write Box A7215, Financial Times,  
10 Cannon Street, EC4A 3BY.



## Managing Director- Insurance Brokers

Lagos, Nigeria

One of the major London broking firms requires a Managing Director for its associated company in Nigeria, which is one of the leading local firms drawing on a variety of accounts covering all classes of business. The staff of over 150 are experienced and well qualified.

This key appointment calls for a strong business development orientation supported by a sound general insurance broking or company background. Good leadership skills and the ability to withstand the demands of representing the company in business and social entertaining will be essential.

Candidates, ideally around 40 and married, should have a successful record of controlling a profit centre and servicing clients.

Salary paid in local currency will equate to not less than £35,000 p.a., reviewed annually. Free fully furnished attractive accommodation, domestic staff and air conditioned car with driver are provided, enabling a good standard of living. Generous home leave, medical cover and superannuation benefits.

Anyone interested in learning more about this appointment should send their full career details, together with any supporting information and including a contact telephone number, usable with discretion, to A. R. Forrest ref B.1692.

**MSL**

Management Selection Limited  
International Management Consultants  
17 Stratton Street London W1X 6DB

United Kingdom Australia Belgium Canada  
France Germany Holland Ireland Italy  
New Zealand South Africa South America  
Sweden Switzerland U.S.A.

## Financial Analyst

Birmingham Salary negotiable

Our client, leading financial and investment advisers, requires a qualified accountant to fill this newly created position.

Responsibilities will include the assessment of company performance and associated investigations, financial evaluation of investments and the analysis of credit rating for current and potential clients.

Candidates should be qualified ACA, possibly with relevant experience. The position would suit a newly qualified accountant with some experience in investigations and/or share valuation. Knowledge of one other modern language would be useful.

As this is a new position, salary and benefits are genuinely negotiable and there is the strong possibility of overseas travel.

Candidates male or female, should write or telephone in confidence for an application form quoting MCS/23 to:

Mike Okninski, Executive Selection Division,  
Livery House, 169 Edmund Street, P.O. Box 120,  
Birmingham B3 2JB. (Telephone 021-236 5011).

**Price  
Waterhouse  
Associates**

## Loan Executive

We have a vacancy for an ambitious Loan Executive whose responsibilities will include credit analysis, appraisal of lending proposals and the development of corporate client relationships.

The successful applicant will be aged between 25-30, probably with an appropriate professional qualification, and have a thorough grounding in this field. This must include experience of dealing with major clients, together with a working knowledge of the sterling and eurocurrency markets.

An attractive salary with a comprehensive range of related benefits will be offered to the right candidate.

Please write with full details of career to date to: Personnel Director,  
N. M. Rothschild & Sons Limited, New Court, St. Swin's Lane,  
LONDON EC4P 4DU.

**N. M. Rothschild & Sons Limited**

## FINANCIAL ACCOUNTANT

to £8,648 (under review)

This appointment provides opportunity for a person with drive and initiative wishing to gain experience in an academic field or for the established person seeking change.

You will assist the Assistant Finance Officer, supervise staff and be responsible for expenditure, income, payroll and mechanised accounting activities. A professional qualification and a high standard of written and oral communication are required.

26 working days annual leave plus statutory holidays, pension scheme and other benefits are offered including good recreational and study facilities.

Further details and an application form may be obtained from:

The Staffing Officer:

**Polytechnic of the South Bank**

Borough Road, London SE1 0AA. Telephone: 01-928 8989 Ext. 2023.

## Finance Manager

North East of London  
c. £9,000 + Car

An autonomous manufacturing unit (T/O 3m), part of a major publicly quoted Group, seeks a qualified Accountant with team management and, ideally, computer experience gained preferably in an industrial environment.

Age is immaterial provided suitably experienced. Responsible for a department of 10, the successful candidate will provide a comprehensive financial service including control of the computer and review of systems, and their improvement as appropriate.

Applicants would be a member of the senior management team formulating general business policy. Generous pension scheme and wide ranging opportunities.

Please write to:  
Box A.7214, Financial Times, 10, Cannon Street,  
London, EC4P 4BY, giving full details, including suitability for post.

## ACCOUNTANT-BANKING OPERATIONS AMERICAN BANK

The London branch of National Bank of Detroit, a major U.S. regional bank, seeks to recruit an Accountant with several years' practical experience of foreign currency bank accounting.

- Responsibilities comprise general supervision of an Accounts Department engaged in the preparation of management reports, financial accounts and various regulatory authority reports.
- Accountancy qualifications will be an advantage but depth of experience is of prime importance.
- An attractive salary together with well above average fringe benefits is offered.

Please write with full details to:

F. W. Watts,  
Assistant General Manager,  
National Bank of Detroit,  
28 Finsbury Circus,  
London EC2.  
Tel: 01-920 0921.

## EQUITY DEALER

A leading firm of Stockbrokers has a vacancy for an ambitious Authorised Clerk. Aged 25-30 he or she will join a professional and successful team providing a first-class dealing service. The successful applicant will have good market knowledge and ideally some experience of direct contact with institutions.

We can offer excellent prospects and an attractive remuneration package. Applicants will be created in strictest confidence and should be addressed to:

Box A.7217,  
Financial Times,  
Bracken House,  
10, Cannon Street,  
London EC4P 4BY

## Senior Executive Oil Industry

c.£20,000 + Car Central London

As Senior Executive you will need first class entrepreneurial skills to accept management responsibility for this UK subsidiary of an international petroleum refining and supply company, involved in the marketing and sales of crude oil and associated products throughout Europe and the rest of the world.

Primarily you will negotiate and administer the contracts for the sale of oil and crude oil products which will involve overseas travel. In addition, you will initiate and maintain contact with both clients and suppliers and manage the Company's London Office. Responsibility is to the Senior Vice-President in New York.

It is essential therefore, that you have an extensive background of refinery operations, at least 5 years experience in crude oil and products supply and transport logistics plus at least 5 years experience in contract administration and negotiation. Your experience will be related to OPEC countries and international oil companies. Working contacts in the Middle East, the USA and internationally are absolutely essential.

Aged 25+, you should have qualifications in and current experience of business administration and corporation finance. There are major responsibilities involved, but the Company is more than able to provide the rewards to match.

Please write to or contact Brian Clark  
on 01-235 7030, 4/5 Grosvenor Place,  
London SW1X 7TS.

**PER**  
Professional  
& Executive  
Recruitment

(Answering service  
out of hours  
01-235 6938)  
Applications are welcome  
from both men and women

## INTERNATIONAL BANKING

**LENDING OFFICER** c. £14,000  
Prominent international bank seeks a thoroughly experienced banker to help originate and develop a wide range of lending and syndication opportunities.

**CREDIT ANALYSIS** £7,500 - £10,000  
We have a number of very active int'l banking clients offering 1st class prospects to young bankers with a sound basic training in analytical techniques.

**MANAGEMENT ACCOUNTING** to £7,000  
An unusually interesting and "stretching" opportunity in an expanding City Bank for a young person with good accounting skills (and pre. some exam. passes).

**FOREIGN EXCHANGE** £4,500 - £6,000  
As ever, there is an urgent demand for youngsters with at least a sound introduction to F/X back-up.

Please telephone Ann Costello or John Chilverton, A.I.B.

**JOHN  
CHIVERTON  
ASSOCIATES LTD.**

31, Southamption Row,  
London, W.C.1.  
01-242 5841

## FIELDING NEWSON-SMITH & Co.

Financial Planning Services  
for Private Clients

We have a vacancy for a specialist to co-ordinate and expand the range of services and advice now offered to private clients.

The successful applicant must have at least five years' experience in advising on personal finance, in stock-broking, insurance, accountancy or banking, and must be thoroughly up to date on current practice in savings schemes, insurance and tax planning.

The position offers the opportunity of participation in an area of business which is being actively expanded and for which there is a growing demand. It offers excellent career prospects.

Applications should be sent to the

Managing Partner  
Fielding, Newson-Smith & Co.  
31 Gresham Street, London EC2V 7DX

## Taxation Accountant with proven track record £12,000



The British Railways Board has a vacancy for a Taxation Accountant at its Headquarters in London to deal with and be responsible to the Chief Accountant for all taxation matters relating to the Board and its subsidiaries.

The post is a demanding one and the Board are looking for a professionally qualified Accountant, preferably a member of the Institute of Taxation, with drive and initiative and aged

between 30-35. He/she must have a sound knowledge of law and practice relating to all aspects of taxation and must be conversant with all VAT matters and grants available under existing statutes. It will also be necessary to have a good knowledge of company law. The Board operates a contributory superannuation scheme and transfer of existing pension rights is possible. The initial salary will be in the

region of £12,000 together with generous travel facilities. Applications, enclosing a comprehensive curriculum vitae, should be sent to:

J. F. H. Kearney,  
Management Development Officer,  
British Railways Board,  
Rail House,  
Euston Square,  
London NW1 2DZ.



## GENERAL MANAGER SALES & MARKETING

(Director Designate)

South London

c. £15,000

ROBOPHONE LIMITED, a wholly-owned subsidiary of the EXTEL GROUP, wishes to appoint a General Manager with complete responsibility for the sales and marketing functions. A Board appointment is envisaged within 12 months.

The Company designs, manufactures and markets a wide range of Telephone Answering Systems for industrial, commercial and domestic applications. The task is to develop the existing markets and exploit the new opportunities that will emerge following changes in Post Office policy on telephone attachments.

Candidates must demonstrate a proven record of success in developing and managing a national sales force and an awareness of modern marketing techniques.

The General Manager, Sales & Marketing, will report directly to the Managing Director.

Please write, giving full career details, to:-

Group Personnel Manager  
The Exchange Telegraph Co (Holdings) Ltd  
Extel House, East Harding Street  
LONDON EC4P 4HB

**Extel  
GROUP**

## INVESTMENT ACCOUNTING U.S. BANK

Age: 28-40

c. £9,500

The Merchant Banking arm of a major American Bank seeks to appoint an ambitious and capable person to the above position. The job involves the control of the securities and accounting back-up sections for the Trustee and Portfolio management areas of the bank, and will entail considerable managerial skills. The bank, and will preferably be a qualified accountant, with several years experience of investment accounting, probably gained from within a computerized banking environment. Expansion plans are already formalised, so excellent prospects exist for advancement. In addition to the negotiable salary, a full range of benefits is offered.

Please contact, in confidence, Rod Jordan

**BANKING PERSONNEL**  
4142 London Wall London EC2E Telephone: 01-582 0751  
(RECRUITMENT CONSULTANTS)

## Senior Appointments

## FINANCIAL CONTROLLER

Near City

£12,000 + car

A new trading company of a century old group dealing in a broad based spectrum of commodities worldwide, offer this senior management position to be responsible to the Managing Director for the accounting function.

Aged 35-45, the successful candidate will have sound trading experience and must understand all methods of payment: currency exchange and LOCs.

Prospects are excellent with increasing staff, managerial and trading involvement in a growth situation.

Please reply in strict confidence to Mark Lockett

ACCOUNTANCY PERSONNEL SENIOR APPOINTMENTS  
41 London Wall, London EC2M 5TB. 01-588 5105



## BUSINESS JOURNALIST

Prominent international business information service seeks experienced staff writer to join its London editorial bureau for coverage of Western Europe. Applications indicating experience, qualifications (including languages) and special areas of interest should be directed to:

G. Holmes, Editorial Director,  
BUSINESS INTERNATIONAL,  
Banda House, Cambridge Grove, London W6 0LN  
Tel: 01-741 4661

Major firm of London stockbrokers with large international business has a vacancy for an

## ASSISTANT ACCOUNT EXECUTIVE

competent to handle home and overseas bank and trustee investment enquiries with the minimum of supervision. Good knowledge of investment statistics essential. Remuneration according to experience and there is a non-contributory pension scheme. Please write in first instance with details of experience to Box A.7208, Financial Times, 10, Cannon Street, EC4P 4BY.

## FINANCE ASSISTANT

to Managing Director required for expanding Manchester based private Finance Company, at present mainly in the Business Transfer field. Person appointed will be expected to have a proven record and be capable of opening up new lines of business.

Salary paid commensurate with achievement. Car and other fringe benefits available.

Please Write Box A.7219, Financial Times,  
10 Cannon Street, EC4P 4BY

APPOINTMENTS ADVERTISING

IS CONTINUED TODAY

ON THE FOLLOWING PAGE







## THE MARKETING SCENE

ADVERTISING: TALK OF A SLUMP MAY BE EXAGGERATED, BUT ...

## There will now be an interlude

AS THE RECESSION takes a grip, the advertising business is bound to take a knock. It will have to make do with the rest of us, although to date, there is no single scrap of worthwhile evidence to support the view that the recession in advertising—a "disastrous slump," the Sunday Times blithely labelled it last week—will be anything like as severe as the traumas of 1975-76, when advertising budgets were genuinely savaged and the casualty rate among Guccified copywriters so marked that productivity levels in agencies went soaring.

First, some background. Figures published today by the Advertising Association show that last year total UK advertising expenditure reached £2.13bn, a reasonable improvement in cash terms on 1979, when the spend was £1.83bn, though a gain, in real terms, of less than 1 per cent.

Naturally, expenditure in 1979 was depressed by the ITV strike last autumn. Of the estimated £105m lost to the TV companies during the strike period itself, approximately two-thirds was either siphoned off by rival media or spent on television and other media in the final quarter of the year. The absence of Times Newspapers for most of last year, plus the labour and production troubles throughout the rest of the media which continue to infuriate advertisers, also depressed both display and classified revenues in 1979, although to what extent no one can say.

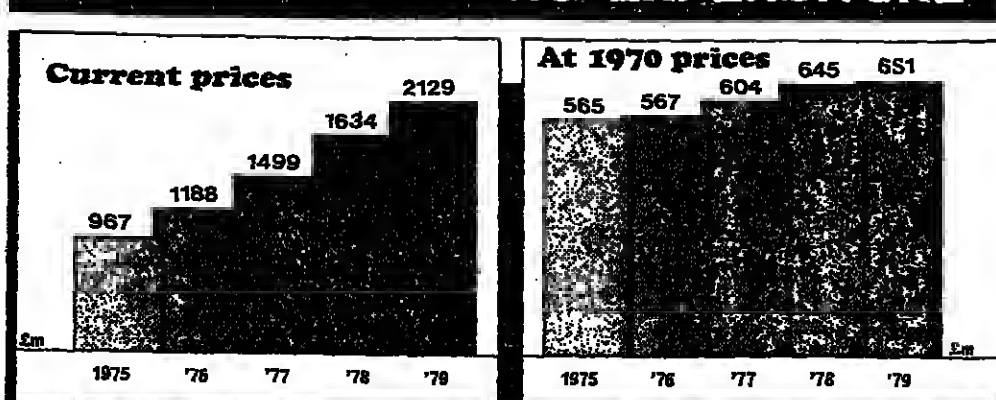
According to the A.A., 1979 was a year of virtually zero growth in advertising expenditure, and even in the absence of the industrial disputes which affected revenue, only very modest growth would have been experienced. Although the level of advertising expenditure relative to consumers' expenditure and GNP remained at a high level in 1979 when compared with the past decade, this is likely to represent a plateau in the level of advertising activity. This plateau reflects a "lost" year of activity considerably below the levels achieved in 1960-69.

Expressed in 1970 prices, the expenditure total last year was £651m, against £645m in 1978. That made it the decade's third best year for advertising, after 1974 (£667m) and 1973 (£716m).

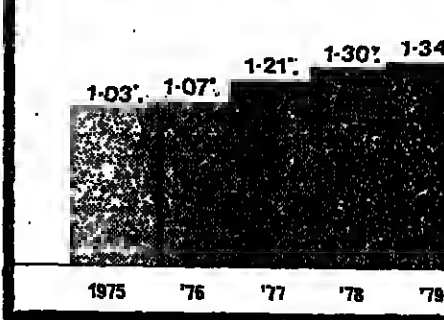
The ad spend last year represented 1.9 per cent of total consumers' expenditure (the fourth best level since 1960), and 1.34 per cent of GNP (the second best since 1969).

According to Mike Waterson, the A.A.'s head of research, approximately £70m of the £105m "lost" during the TV strike eventually found its way back on to TV, or to rival media. The £35m that was lost for good was

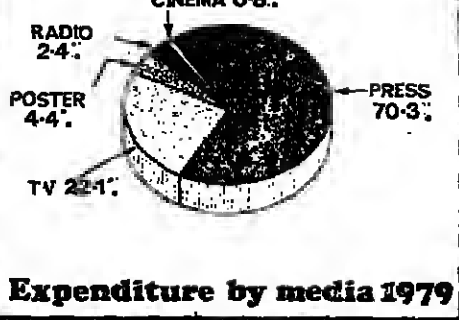
## TOTAL ADVERTISING EXPENDITURE



## As a percentage of GNP



## Expenditure by media 1979



worth about £10m in constant 1970 prices. That in real money terms, the 1 per cent rise in total expenditure last year would have been two and a half times greater but for the ITV strike.

The most important point to note about the figures, claims the Advertising Association, is that in no way does the addition of the estimated "lost" £10m bring the 1979 total close to the record level of 1973.

This is a peculiar observation, to say the least. In all probability, the 1973 figure was not so much a record as an aberration. Like the world long jump record, set in 1968, it should be invoked only in specialised conversation.

According to AA definitions and figure-work, the regional Press was Britain's biggest advertising medium last year, attracting £502m in revenue, 28 per cent of the total. This put it ahead of television (£471m, 22 per cent of the total) and the national Press (£347m, 16.3 per cent of the total).

The Regional Newspaper Advertising Bureau was quick to sound its horn and point to a substantial increase not only in revenue but in the volume of advertising carried by daily and weekly newspapers outside London.

But as the AA points out, the impact of media strikes and disruptions last year makes it impossible to draw firm conclusions about long-term trends

in the pattern of media expenditure. With the prospect of satellite TV and other forms of media fragmentation to contend with, they would be redundant anyway.

Bearing in mind the TV strike, and remembering that it is almost impossible to add in lost revenue estimates, or to separate the effects of the strike on rival media, it can be seen that the Press sector which performed best last year was magazines and periodicals, with a 26 per cent rise in revenue, at £180m.

"Television revenue itself fell from £482m in 1978 to £471m in 1979 a fall of 2 per cent, reflecting the TV strike," says Mr. Waterson. "The other media (poster and transport cinema and radio) all registered substantial gains over the year (37 per cent, 31 per cent and 49 per cent respectively).

"Although the exceptional growth in poster and cinema advertising probably mainly reflects the TV strike, the growth of radio advertising in 1979 also certainly reflects the very rapid growth in this still relatively new medium has been experiencing."

Total advertising in national daily newspapers rose substantially (plus 23 per cent), says the AA, reflecting increased display expenditure stemming from the TV strike. Expenditure in the Sundays rose by only 7 per cent, reflecting the

real terms, though significant growth was shown by the drink, tobacco and automotive sectors.

The total level of manufacturers' consumer advertising rose by 13 per cent, equivalent to a fall of 2 per cent in real terms. The non-MCA sector, relying in general much less heavily on TV, produced substantial gains in most categories, so that total non-MCA expenditure showed an overall growth in revenue of 18 per cent (plus 3 per cent in real terms).

What of the outlook now? It is true that classified advertising has gone down with a bump, and that the bloom is fast fading on the remarkable advertising boom of the past six months. But even the most Guccified of agency managers must stop and think twice before claiming that the horrors that await them in this recession will be anything like as severe as those looming in industry and manufacturing.

Mike English, president of the Institute of Practitioners in Advertising, says the situation "is not at all comparable with that of 1974," and that the majority of agencies, their work sharpened by their loss of profits during the ITV strike, are in "pretty good shape."

Mike Townsin, media director of Young and Rubicam, offers this mature view: "There are definite signs that recession is setting in, for we are seeing a large number of cuts and postponements by clients. However, the tremendous buoyancy of the first six months will carry on in to July. It is not just the carry-over from the ITV strike, but the sheer momentum of expenditure of the past three or four years."

"It has been said that advertisers will try and spend their way clear of this recession. That would be true if marketing directors called the final shots, but they don't. The finance director still has the ultimate say on marketing expenditure. There will be more resilience to cuts than hitherto, but cuts there will be. Things will not look good for at least 18 months."

Heineken refreshes the parts other beers cannot reach.



The Heineken campaign is one of the advertising world's own favourites. The latest poster, unveiled this week, features J. R. of Dallas, though it doesn't answer who shot him. Whithorn, which brews and sells the brand in Britain, says sales of Heineken here last year topped 1.5m barrels. The agency is Collett Dickinson Pearce.

## Idea worth inspection

BY ANTONY THORNCROFT

MARKETING'S LOVE affair with the computer did not last long. Ali those mapped out marketing plans, so rapidly thrown up on the marketing director's terminal, were quickly found to be far from satisfactory when it came to the actual business of selling. This still needs to be done by men rather than machines.

But computers do have a supportive role to play, built around their basic ability to store millions of facts and cough them up at the touch of a button. Nielsen, the largest research company in the world, is a great one for facts, so it was hardly surprising when, in 1978, it bought CMIS.

An American company which keeps on computer all sorts of marketing information, both external and internal, so that clients can receive very rapidly any facts they think may help in making a marketing decision.

In the U.S., CMIS has Coca-Cola, General Mills, Miles Laboratories, Kraft, General Foods and Pepsi Cola among its clients, and doubtless some of their subsidiaries pay the £500 a month plus to take the ser-

vice in the UK, but CMIS is being coy about their names. Obviously a business which keeps confidential marketing information of rival companies on the same computer has to seem secretive.

Managing director Derek Bayliss is happier giving examples of computer marketing in practice. The product manager of one client had his television budget for the year halved. Turning to his terminal, he conjured up sales volume in nine television regions over three years and brand shares out of seven competing brands region by region.

He discovered that the print-out pointed to Scotland, Lancashire and Tyne-Tees as the most cost-effective areas for his advertising, and they got special treatment in the cuts. Of course, the really up-to-the-minute marketing man should carry such information in his head, but in practice the books of statistics, JICSTAR ratings, Nielsen store data and the rest land on the desk and are ignored in the latest company crisis. The manager could have dug out the relevant figures in

time—but time is what CMIS saves.

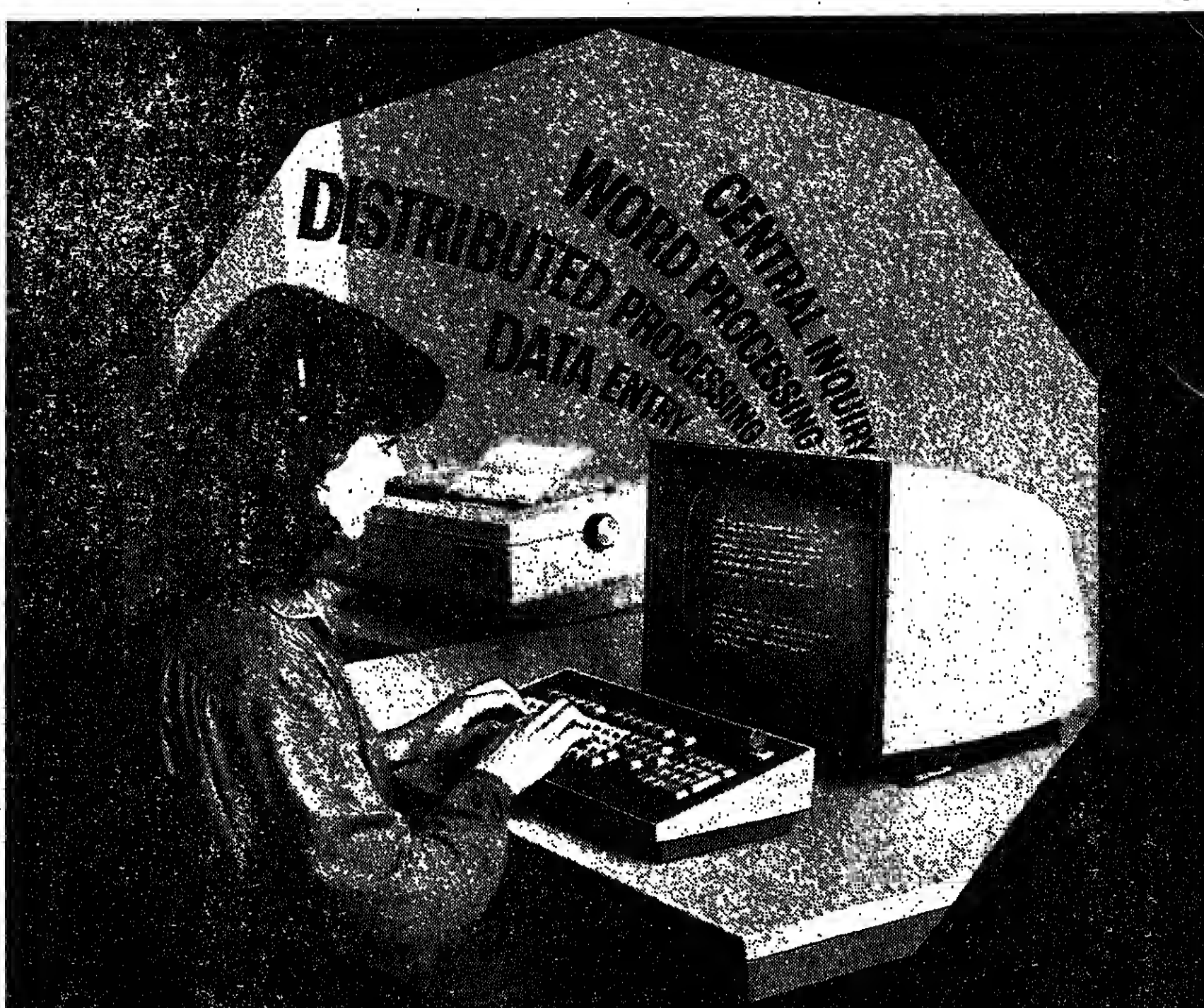
In another case, a client used the system to ensure that a product unsuccessfully launched in test market three years previously stood a better chance second time around. All data relating to the first test—factory shipments, consumer sales related to advertising support, trade stocks, price deals, consumer uptake and so on—were examined. The weak areas were exposed, including the need for more specific research, and the company was able to plan with more confidence.

The idea behind CMIS is very simple—making better use of all the research that consumer goods companies invariably pay for, and marrying the standard surveys with internal information. Companies will not need instant data every day, but just one shrewd use of the system could pay for the cost many times over.

If it encourages marketing and product managers to take research more seriously, it deserves inspection, despite the fact that it derives from the subsidiary of a leading research company.

## PHILIPS

Simply years ahead



## Announcing the Philips multi-function P7000. The one that gets it all together.

You probably need more than one computer function; but you don't need more than one computer system. Not any more!

Now, at a price comparable to systems performing ONE FUNCTION, the P7000 will run \* data entry \* local file management \* transaction processing \* batch processing \* interactive central enquiry and update \* batch communication \* remote job entry plus \* word processing. All this, with up to 24 work stations on a single P7000 system.

What can this mean to you?

**Bottom-line savings** because you need fewer stations; single-function stations no longer sit idle; users cease to struggle to cross-train on dissimilar equipment; less equipment means lower maintenance costs, less office space.

**Optimum flexibility** because computer resources keep up with changing demands—hour to hour, shift to shift, month to month; one minute word processing—the next, taking orders and printing out invoices.

**Planned growth** because additional terminals, memory extension modules and peripherals can be added step by step.

What's more, the P7000 is installed and

proven in over 30 UK sites. This is just one of a dynamic range of office machines—and all part of the wider Philips Business Systems' contribution to a whole new world of business knowledge.

I would like to know more about the P7000. Please contact me.

I would also like information on the full range of Philips Business Systems equipment.

Name

Position

Company

Address

Postcode

Rel. No.

To Mr. Tony Smith, Philips Data Systems (Distributed Processing Group), 1 Bell Street, Maidenhead, Berks SL6 1BU, Tel: Maidenhead (0628) 39131. FT 26/6

## Harrison Cowley's strong hand

ONE GROUP that hopes to ride out the downturn in advertising in relative style is the Bristol-based Harrison Cowley (Holdings), which confirmed this week that it plans to place 30 per cent of the ordinary share capital early next month, after which it is proposed dealings will take place under Stock Exchange rule 163 (2). It claims to be the biggest

agency group entirely outside London, with agencies in Bristol, Birmingham, Southampton, Maidenhead, Manchester and Edinburgh.

"The group is more consumer-oriented than it used to be," said chairman David Harrison yesterday.

Accounts—it has no less than 350—are widely spread. It handles at least £7m worth

of retail advertising. Although retailers are suffering at present, it is thought retail advertising will fare better than most other categories when the going gets rough. Harrison's best single account is the £2m Renault dealers business.

Group sales last year were £16.4m. Pretax profits rose 94 per cent to £726,000 (£374,000).

## NOTICE OF REDEMPTION

To the Holders of

## ENTE NAZIONALE IDROCARBURI

E.N.I.

(National Hydrocarbons Authority)

6% Sinking Fund Debentures due February 1, 1981

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Sinking Fund for the Debentures of the above-described issue, Morgan Guaranty Trust Company of New York, as Fiscal Agent, has selected by lot for redemption on August 1, 1980 at the principal amount thereof \$1,047,000 principal amount of said Debentures, as follows:

Outstanding Debentures of U.S. \$1,000 Each of Prefix "M" Bearing Serial Numbers Ending in the Following Two Digits:

02 06 12 20 25 27 30 33 34 44 46 63 71 77 82 88 94

Also Debentures of \$1,000 Each of Prefix "M" Bearing the Following Serial Numbers:

On August 1, 1980, there will become due and payable upon each Debenture the principal amount thereof, in such coin or currency of the United States of America as on said date is legal tender for the payment thereof in public and private debts, at the option of the holder, either (a) at the corporate trust office of Morgan Guaranty Trust Company of New York, 13th Floor, 30 West Broadway, New York, N.Y. 10018, or (b) subject to any laws and regulations applicable thereto with respect to the payment, currency of payment or otherwise in the country of any of the following offices, at the principal office of Banca Nazionale del Lavoro in Rome or the principal office of Banca Commerciale Italiana in Milan or the main office of Morgan Guaranty Trust Company of New York in London, Brussels, Paris or Frankfurt or the main office of Algemeene Bank Nederland N.V. in Amsterdam or the main office of Kredietbank S.A. Luxembourg in Luxembourg-Ville.

Debentures surrendered for redemption should have attached all unexpired coupons appurtenant thereto. Coupons due August 1, 1980 should be detached and collected in the usual manner.

From and after August 1, 1980 interest shall cease to accrue on the Debentures herein designated for redemption.

ENTE NAZIONALE IDROCARBURI

By: MORGAN GUARANTY TRUST COMPANY

OF NEW YORK, Fiscal Agent

## NOTICE

The following Debentures previously called for redemption have not as yet been presented for payment:

DEBENTURES OF U.S. \$1,000 EACH

12191 1265 1599 2048 2085 2174 4223 12654 14913 14941 15164 15297 15460 16028 16484 16542

1818 1959 2094 2094 2099 2176 4724 12689 14913 14941 15176 15418 15466 16042 16467 16564

1222 1264 2015 2060 2194 2195 4725 12670 14913 14941 15176 15418 15466 16042 16467 16564

1222 1264 2015 2060 2194 2195 4725 12670 14913 14941 15176 15418 15466 16042 16467 16564

1222 1264 2015 2060 2194 2195 4725 12670 14913 14941 15176 15418 15466 16042 16467 16564

1222 1264 2015 2060 2194 2195 4725 12670 14913 14941 15176 15418 15466 16042 16467 16564







## THE ARTS

Stratford, Ontario

## At the Avon Stage

by B. A. YOUNG

The Avon, a proscenium-arch theatre, a stone's throw from the Market Place in the middle of Stratford, is the smaller but not necessarily the lesser of Stratford's two houses. Peter O'Brien's *Avon Stage* has been playing there last season and will play again this autumn; and this year's season opened with Edna O'Brien's *Virginia*, a truly remarkable play with a memorable performance by Maggie Smith as Virginia Woolf. Only 17 performances are scheduled for the whole season, and when I left Stratford all were already fully booked, though an attempt was being made to adjust the schedule to include a few more.

I have already reviewed this play in the issue of June 12, but I do not apologise for referring to it again, for it marks two important points. First, it confirms Edna O'Brien's talent as a writer for the theatre, already foreshadowed in *A Pagan Place* a few years ago—her sense of the rhythms of spoken dialogue and the apt placement of the Second, it shows Maggie Smith in a performance different from any she has done before—an inward-looking performance where the characteristic (and lovable) gestures of hands and arms have been subdued, leaving the words, and the face, to speak for themselves.

Nothing else at the Avon this year came up to that standard. There was very much pleasure, all the same, to be got from a performance of D. L. Coburn's two-hander *The Gin Game*, by Kate Reid and Douglas Rain, two long-standing members of the Festival, though Miss Reid has not been seen for the past few years. This interesting little play, which has been seen here, and indeed more or less everywhere, with Hume Cronyn and Jessica Tandy, gives its players every opportunity to turn apparent triviality into baneful truth. The two characters, an old man and an old—suppose I should say middle-aged—lady in an old people's home quarrel apparently over nothing, quarrel over their games of gin rummy, where the neophyte Fonia persists in beating the sophisticated expert Weller in hand over hand. Only towards the end of the play do you see that their fortunes at cards reflect their fortunes in life. Mr. Rain and Miss Reid (who assured me that they were playing a real game, even though she had sometimes to lay down a gin before she really had it) play with humour and sensitivity. Mel Shapiro directs.

Elizabeth Hall

## Nash Ensemble

The Nash Ensemble ended the current season's schedule of 20th century music concerts with Tuesday's shapely and rewarding programme, predominantly American, of Ives, Barber and Crumb. (It was poorly attended; so the real enthusiasm aroused by the end should be understood as a compliment to the performers.)

At the centre, though, a place was made for the first performance of Nigel Osborne's *Mythologies* for six players. Mr. Osborne's programme note was full of Barthes, structuralism, Levi-Strauss, North American Indian myths, and the ritual disclaimer about programme music. It is no doubt a cryptic Philistine response to admit, after such an introduction, to surprise at the strong and readily grasped attractions of the music; still, it cannot be a wholly wrong one to find such enjoyment in Mr. Osborne's tissue of delicately gathered sounds.

Cast in a slow-fast-slow form (the description is summary and very rough), in which the central "fast" and its sequel, a "parade," are repeated, the piece is not easy to pin down in words, because the overt musical gestures are limited in number, and economically placed (micro-intervals, repeated note patterns, notes bent in pitch and timbre, are the detail most immediately extrapolated at a first hearing). The central

Festival Hall

## Brahms

The Royal Philharmonic Orchestra's latest excursion in adventurous programming, a five concert Brahms Cycle at the Festival Hall, opened on Tuesday with *A German Requiem*, preceded by a clear and lucid performance of the Song of David.

Antal Dorati, conducting with unobtrusive, functional gestures, obtained a more refined and homogeneous sound from the RPO than most conductors have achieved this season. The

strings were especially good, cushioned on a firm bed of warm cello and double bass tone, never forcing or blurring their lines. Woodwind solos were distinctively phrased, it occasionally too loud in relation to the overall dynamic; only some rough horn playing disturbed the orchestral equilibrium.

Dorati's conception of *A German Requiem* is direct, forward moving and structural. Some sections sounded rushed, the result of his attention to detail conflicting with the player's inability to concentrate fully throughout such a long and diffuse composition. Soprano Barbara Hendricks's solo in the fifth movement suffered as a result.

The Chorus was not one of the RPO's regular collaborators but the University of Maryland Chorus, making their second appearance with the Orchestra. They are a fine young ensemble, obviously well prepared and industrious.

RICHARD JOSEPH



Vinson Cole (Tamino) in 'The Magic Flute'

## Opera Theatre of St. Louis

by MAX LOPPERT

Mention St. Louis, and you're apt to be greeted by the refrain of the Judy Garland song (in which, more than one native politely informed me, she mispronounces the name—it's *Louiss*, not *Louise*). Largest city in the state of Missouri, and self-proclaimed "Gateway to the West," it is famous also for its beer, its McDonnell Douglas aeroplanes, its Mississippi (next to which rises the glittering arch by Eero Saarinen), and its hot, humid weather. It is less celebrated as a tourist city—though, with wide, tree-lined boulevards, and some domestic architecture, parks and fountains, and one of the most important American art galleries, it merits at least a visit (to borrow the Michelin categorisation). And now St. Louis must be placed, firmly and boldly, on the opera-goer's international map: for three weeks each summer the Opera Theatre of St. Louis is in operation at the Loretto-Hilton Theatre. The company is just five seasons old, and, as a five-day visit earlier this month amply proved, one of the most interesting and attractive adventures in ensemble opera that I know.

The city has produced a number of famous singers—Helen Traubel, Grace Bumbry, and Richard Stilwell, to name only three—but, until Richard Caddes, a young Englishman formerly in the Santa Fe Opera administration, was invited for preliminary discussions by a knot of opera-hungry patrons, it was never much more than a overnight stop for the larger touring companies. There is an opera house, a gigantic auditorium of the kind all too frequently encountered (and all too deleterious to voices of less than heroic capacity) across America. Not using it as his base but discovering, in the grounds of the suburban Webster College, a small (less than 1,000-seater) theatre where voices could carry without having to force and where performances could gain in intimacy and subtlety, was just one part of Caddes' plan to do things differently.

Singers were to be drawn predominantly from the rich reservoir of young American star names for their own sake were to be avoided. The repertoire was to range widely—in the opening season Albert Herring was given, and subsequent seasons have seen, alongside Mozart, Verdi, Puccini, and Strauss, such fascinating explorations as Rameau's *Pygmalion*, Martin y Soler's *Arbore di Diana*, Le Comte Ory (infrequently done in America), the Weber-Mahler *Drei Pintos*, and the premiere of *The Village Singer* by a little-known young composer, Stephen Paulus. Everything was to be given in English. All of this caused qualms, at first, in five seasons the Opera Theatre has become the object of intense local pride and devotion, and a focus of interest and envy elsewhere across the country—ensemble opera of this kind, more commonly undertaken in Europe, being a goal relatively unfamiliar here.

In my five days I heard a frequently essayed comparison with Clydeboune. It is plausible, up to a point—for one thing, the agreeably shaded grounds of the Loretto-Hilton invite picnicking and, afterwards, the kind of civilised sociability in which artists and audience mingle to prolong the pleasures of the performance. But it must not be taken too far; the aims of the companies are essentially too dissimilar. The theatre has a thrust stage and a three-sided audience; its disposition, to a certain extent, this dictates a production style (sometimes, as during a rompish *Faust*, one longed for the fall of a curtain to contain some of the overspill). The clear acoustics lend insufficient directness and bloom to the instrumental timbres; the orchestra, drawn from the St. Louis Symphony, though consistently good, was seldom fully sensed as an active

ingredient in the drama. (The air-conditioning is in G1. And while standards of ensemble playing and singing were on the whole remarkably accomplished, none of the five performances that I saw and heard gave off the polished serenity of the best of Glyndebourne. The experience was different—fresh, invigorating, undiluted.)

The 1980 bill of fare was a touch less adventurous than in the past. The double bill—one of the good things about Opera Theatre is its willingness to investigate the vast store of one-act opera—was to have contained the stage premiere of Prokofiev's *Moskva* (given last year on Radio 3). When that became unavailable, it was replaced by a very slight comedy, *Spiele oder Ernst?* (1930—loosely translated, in Henry Pleasants' unstylish English version, as *Fact or Fiction*) by Emil von Reznicek, remembered, if at all, as the composer of the *Donna Diana* Overture. The life-impinges-on-theatre plot, concerning an opera rehearsal of Rossini's *Orelio*, was made to seem still lighter, and the music no more than well-assembled footling, by a production conceived solely in terms of exhausted comic cliché—the soprano both sings and "enacts" her colouratura, the tenor postures and semaphores.

Luckily, the evening was saved by a beautifully simple account of *The Seven Deadly Sins*. Though the conductor, Randall Bebr, tended to push the music too unyieldingly, the multi-layered allusiveness, limpidity, and lyricism of Weill's score came through. For a European visitor it was unusually moving to encounter the forwardness and frankness of young Americans in the piece—Anna 1 (Elaine Bonazzi) was warm and wise, Anna 2 (Jennifer Donohue) a dancer of youthful radiance and dramatic power. The best one can say of James Cunningham, producer and choreographer, and his designers is that their work showed understanding of Brecht's and Weill's work, surely one of the few tragic masterpieces of our century.

*Faust* and *The Magic Flute* were both given in the masterly translations, alive to the warring requirements of sense, verbal colour, rhythmic stress, and dramatic tone, of Andrew Porter, the first some five years old (when are we to have it in Britain?), the second a St. Louis commission being heard for the first time. *Faust*, produced by Rhoda Levine and conducted by Bruce Ferden, was out the most unimpressive staging in the history of an already much-abused opera (that ambitious honour still belongs to Ponnelle at Glyndebourne); but, oh, how one longed to scrape off most of the producer's bits of funny business! What was particularly puzzling about the performance was the way real characters penetrated the knockabout—Maurice Brown's *Faust*, Carolyn James' *Martha*, and the Alice of Elizabeth Pruet (a soprano of good attack and definite presence) were played in a way to make one remember Verdi and Boito when elsewhere the encouragement seemed to be in the opposite direction.

*The Flute*, by contrast, was in most respects triumphantly good, as clear, lively, and well-ordered an exposition of the opera as in the absence of great singers you could hope to find. Colin Graham is the St. Louis director of productions; recalling his distinctly unhappy *Flute* for the English Music Theatre several years ago, I was delighted by the blossoming into maturity of what had seemed unpropitious ideas about the piece. The improvement was partly one of design—John Conklin's costumes and panels (including a graceful homage to the famous Schinkel staircase for the Queen of Night) combined a vivid and harmonious colour sense with a keen awareness of the musical affect of each scene.

BP gives £7,000 to RGS 'map room'

BP is to help the Royal Geographical Society celebrate its 150th anniversary with a £7,000 donation to the society's map room—the largest private collection of maps in Europe, and open to the public.

The company will also work with the society to develop a set of educational materials about planning small expeditions for young explorers

Cleo Laine to star in 'Colette' musical

Cleo Laine is to star in a new musical, *Colette*, a story with music by John Dankworth, inspired by the life of the French writer Colette. It will open at the Comedy Theatre on September 24.

Cleo Laine plays Colette from the age of 20 to 90 and the cast of three also includes Kenneth Nelson

Royal Court

## The Arbor

by B. A. YOUNG

Andrea Dunbar is the name both of the author and the chief character. The play gives the impression of a dramatised diary, written with no pretence of theatrical art, though with an astonishing ability to reproduce the manners and speech of the poor in industrial Yorkshire, and set up situations of vivid truth. Max Stafford-Clark has staged the play with an artless simplicity to match the quality of the writing. His only scenery (designed by Peter Hartwell) is a canvas screen with two doors in it, his only props a few plain chairs and some wooden boards. The emotional impact of the play is almost unbearably shocking.

Each scene is announced from the stage by a narrator. "This is a scene of a boy and girl watching television," we begin; and by the end of the scene Andrea Dunbar, aged 15, has gone to bed with a boy she has only known a week or so. Of course she becomes pregnant. She has to leave school and go to a special school for unmarried mothers; she is caught in a stolen car with some other boys, she is involved in a brutal family fight (wonderfully staged), she goes to hospital and loses the baby. Out in the world again she meets the boy responsible. He barely remembers her.

In the second act, Andrea has grown up a little, but is still as naive as ever. She becomes pregnant by a Pakistani and goes to live with him. He starts to beat her, until she is forced to run away to a refuge where she is directed by a social worker. It is no time before he follows her there. The final scene shows her silent and alone, waiting with no defences for whatever happens to her next.

The character is drawn with great understanding. Asked to make an unwelcome decision she will always answer "Don't know," and indeed she has none of the mechanism needed to cope with the problems of life in her terrible world. When she has to move away from her rowdy home, her drunken father and her quarrelsome brothers, she says sadly, "I like it how it is." Kathryn Pogson gives a performance of remarkable skill, keeping a constant element of simple good-nature in a face condemned to invincible ignorance. Eight players take the other 33 characters, with little more attempt at realism than is contained in the dialogue.

I can't say that I enjoyed the play; who could enjoy such a raw catalogue of suffering? But I admired it more than I can say.



Kathryn Pogson and Jeff Rawle

Leonard Burt

Lides SBV 780A

## Foreign exchange

# A word with the key Swiss bank could open the way for you.

Foreign exchange. Say the word to Swiss Bank Corporation. You could find that the subject acquires a new value. Because Swiss Bank Corporation is the key name in Swiss banking.

Our expertise in foreign exchange transactions results from our operations in the most important currency markets in the world. Our banking experience stretches as far back as 1872. And our reliability and stability are what you'd expect of one of the biggest Swiss banks.

Talk to us about foreign exchange. Or about financing, underwriting, or transfers. You'll see why Swiss Bank Corporation is a name to be reckoned with. A name that could open the way for you...

**Swiss Bank Corporation**  
**Schweizerischer Bankverein**  
**Société de Banque Suisse**

Total assets (end 1979): St. 69,181 million. Customers' deposits: St. 37,327 million. Capital and reserves: St. 3,926 million. Advances to customers: St. 31,832 million. Net profit: St. 258 million. Number of staff: 2,695.

General Management in CH-4002 Basle, Aeschenvorstadt 1, and in CH-8022 Zurich, Paradeplatz 8. Over 180 offices throughout Switzerland.

Branches: London EC2P 2ER, 55 Gresham Street; WTV 5SR, Swiss Centre, 1 New Coventry Street - New York, NY 10048, Four World Trade Center, NY 10020, Swiss Capital, 28 Fifth Avenue, Atlanta, GA 30303, 235 Peachtree Street N.E. (Suite 1700); Chicago, IL 60608, 150 South Wacker Drive; San Francisco, CA 94104, 120 Montgomery Street (Suite 2200); Cal. 94108, Union Square, 235 Stockton Street - Tokyo 100-81, Furukawa-Sogo Building, 6-1, Marunouchi 2-chome, Chiyoda-ku - Hong Kong, 20/F Alexandra House, 16-20 Chester Road, Central - Singapore 0104, 1503 Ocean Building, Collyer Quay - Bahrain, Kanoo Commercial Centre, Al-Manama.

Representative Offices: (Atlantic Area) Bahrain, Kanoo Commercial Centre, Manama - Cairo, 3 Ahmed Naguib Street, Giza - Edinburgh EH2 1HH, 66 Hanover Street - Johannesburg, Swiss House, 86 Main Street - Madrid 28, Alcala 35-37 - Paris 75003, 11bis, Rue Solferino - Tel Aviv, Khazana Sepulchral Center, Azarim 6 (2nd Floor).

Subsidiary (Autonomous) in Luxembourg: Société de Banque Suisse (Luxembourg) S.A., Boulevard Prince Henri 43.

Branches, representative offices, subsidiaries and affiliated companies in 28 countries throughout the world.



## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 3BY

Telegrams: Finantime, London FSA. Telex: 895457, 883897

Telephone: 01-245 3800

Thursday June 26 1980

## Improving the flow of funds

THE WILSON Committee owed its existence to a highly charged debate in the mid-1970s over two intertwined questions: were the institutions of the City of London responsible for the lack of funds flowing into British industry? And should the more powerful of those institutions be nationalised?

Yesterday, after 3½ years of research the committee gave us its answer. The institutions should not be nationalised. And the major constraint on the flow of funds to industry is its price in relation to expected profitability.

## Veil lifted

This judgment had been on the cards for some time — implicit in the preliminary reports and published evidence generated by the committee in the course of its research. The value of the final report, and indeed of the whole exercise, lies in the veil which it has lifted off the workings of the British financial system, and in some of the committee's ideas on possible improvement to those workings. For all the rights and wrongs of the many specific recommendations, the final report is a thought-provoking piece of work.

There are various broad themes running through it, and the first of these is accountability. The committee wants the Bank of England, the Council for the Securities Industry and the Stock Exchange to have the number and diversity of independent members upon their ruling councils increased.

We would support such a development. The Stock Exchange purports to run itself in the interest of the public as well as its membership; lay membership of the council would reinforce this impression. The Bank of England is formally accountable to Government. But in practice it does exert an independent, and increasing, influence on many areas of financial life and would benefit from a greater spread of non-executive directors.

A second idea in the report is that of fiscal neutrality — in keeping to a minimum biases in taxation which favour one form of saving over another. Such fiscal biases are at least partly responsible for the size of the investing institutions. These biases thus lie at the root of many of the problems to which the Wilson Committee addresses itself. These include

the strain on the Stock Exchange's dealing system, difficulties in the marketing of Government securities and the lack of public accountability of pension funds.

## Neutrality

The committee realises that complete fiscal neutrality is not a realistic or desirable goal. But it argues that unintended and unnecessary divergences from neutrality should be avoided and it comes up with a variety of suggestions as to how some could be corrected.

A third concept tackled in the report is that of variable rate finance to cope with high and fluctuating rates of inflation. The report demonstrates how uncertainty over future rates of inflation has helped make issues of long term industrial bonds impossible. So it suggests a limited Government-financed rediscount facility for medium-term variable-rate bank loans.

More contentiously, the report also toys with the idea of indexed bonds to raise finance at a constant real interest cost for industry and Government. Inflation has been used in countries with endemic inflation, and the committee argues that "we may have now to face up to the possibility that inflation may be with us for some time." It recommends that, as an experiment, companies should be allowed to issue indexed bonds.

At a time when merchant banks are talking about a possible re-opening of the fixed rate corporate bond market, we feel that the experiment should be still more cautious. For the moment indexed bonds should be limited to larger issues of "Granny bonds" by the Government directly to the general public and not to institutions.

## Legacy

It seems that a modern committee of enquiry must leave a legacy of more committees and more enquiries. The Wilson Committee wants a "joint review body" to keep "regulation of all parts of the financial system under regular review." This we can do without. The City has just enjoyed the most thorough airing in its history, and under the surveillance of the Government, the Bank of England and the Council for the Securities Industry and the media, has plethora of proposals to get on with.

## Leadership in Japan

A STRIKING feature of Japan in recent years has been the combination of political backbiting that has produced instability of leadership with the impressive continuity of economic and external policy. Prime Ministers have come and gone — generally in circumstances that have brought politics into further disrepute — and there have now been three general elections in five years. But there has also been a broad consensus in Japan on issues of economic management, energy, defence and foreign affairs that has been an important factor in Japan's continuing strong economic performance.

## Stability

Such a combination is by no means unique to Japan. Amongst the EEC nations Italy, France, Belgium and the Netherlands have all had periods of instability accompanied by surprisingly strong economic growth. The growth in Japan's case — and to some extent in those of the four European countries as well — has been due to the close working relationship between the bureaucracy and industry which has offset failures of political leadership.

Nonetheless the Liberal Democratic party's outright win in Sunday's election does hold out the possibility of a lengthier period of political stability. Whether or not this can be achieved will depend on whether the various factions within the party can resolve their squabbles.

The electorate would clearly like the divided party to draw together behind a new leader. The West also has an interest in seeing a strong Prime Minister established in Tokyo, for administrative continuity is an substitute for close personal relations between heads of Government.

The Liberal Democratic Party's moving from a position of holding less than half the seats in the Diet (Parliament) to having an overall majority is that it can command the committees of the House. This should mean that they will have no trouble in reviving and putting through Mr. Ohira's measure of raising a value-added type of tax to help cover the budget deficit which accounts for a staggering 35

per cent of budget spending. The unpopular proposal for such a tax was a major factor in the setback that Mr. Ohira suffered in last year's general election. An overall majority in the House should also mean that the new Government will be able to carry through plans to raise defence spending, on which Japan is being pressed by the U.S. but over which Mr. Ohira was dithering.

The main plank of Japan's security will continue to be the alliance with the U.S. But the Japanese have the same doubts as does Europe about the direction and strength of U.S. leadership.

In particular they have been worried by the U.S. handling of Iran and the Palestinian issue because of Japan's high dependence on oil imports from the Middle East. The Japanese feel the alliance with the U.S. is able to vote these doubts when they see Europe opening voicing its disagreements with the U.S.

## Friction

Thus has developed what at first sight appears an increasing convergence of political interests between Japan and Europe. It is not one on which the Japanese feel that much can be built, because there is no much scope, for instance, for military co-operation. But it is still a relationship that the Japanese want to foster, because they are apprehensive that otherwise relations with Europe could degenerate into a sterile quarrel over trade. What ever the ups and downs of the monthly figures, Japan sees its surplus with Europe eroding because it produces more efficiently.

"The problem: UK industry has lost its competitiveness in world markets, and business shares some of the blame for its decline.

"A solution: A new social contract may be needed, along with a national policy for industry and for stimulating investment and exports.

"Will it work? The lesson of other nations, particularly Japan and Germany, is that it will — if the UK can create a new consensus on goals."

CONNOISSEURS OF governmental exhortatory prose will, of course, have no difficulty in recognising the quote. Or will they? Was it in the National Plan? A summary of a speech by a Prime Minister? In fact, substitute "U.S." for "UK", insert the word "even" before "business" in the first paragraph and you have the "introduction" to an 80-page section of the current issue of Business Week entitled: "The Reindustrialisation of America."

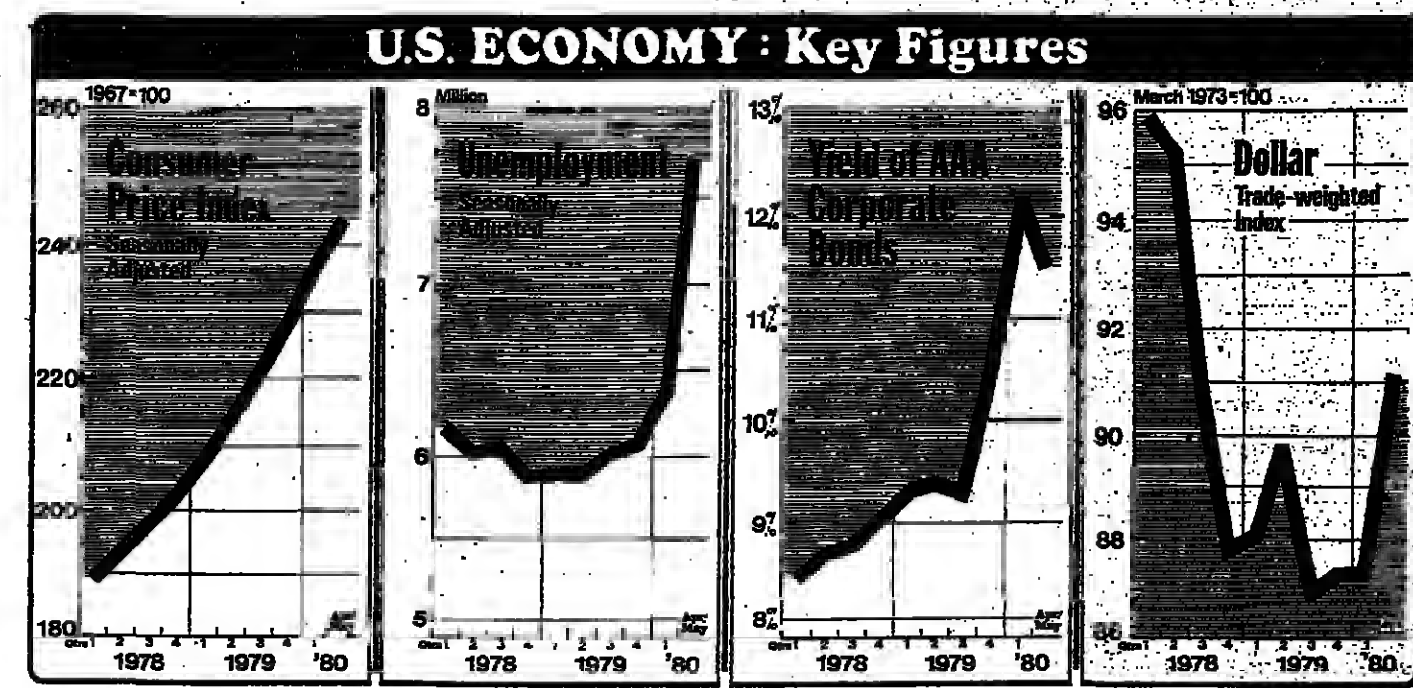
Taka another extract from a speech made earlier this month.

"We must not discourage, through governmental policies, the development of those industries which are most likely to be able to compete. Rather, through carefully crafted tax incentives, and through increased government funds for needed research and development, we must ensure that our most competitive industries are able to compete as they should — both here in the United States and in foreign markets as well."

What exactly did Ambassador Reubin Askew, the U.S. trade Representative, mean by that? Is he, after the Chrysler rescue, advocating that IBM, Xerox, Boeing or Silicon Valley need help to remain world leaders in their respective fields? The regular visitor to the U.S. can only shake his head in amazement. If he comes from Britain he may have an awful sense of déjà vu.

One has to be careful. I visited only Washington and New York. I did not go to the heavily depressed areas of the Middle West, Detroit in particular, nor to California, large parts of the South and other regions which have so far been barely touched by the recession whose severity has taken most people by surprise. One reason for the surprise has been that this has been the most heralded recession in the U.S. I remember sitting in the office of a highly respected economic forecaster who demonstrated conclusively to me that the recession had already started. Eighteen months ago you would have been hard put to find anyone who believed that expansion could have lasted into the first quarter of this year. But it did. When the downturn came it was all the sharper.

With hindsight it is possible to argue that the credit restriction package brought in by the Federal Reserve in mid-March came at precisely the moment



when the economy was already turning.

It was a clear case of "overkill." What is interesting, however, is that majority opinion also inclines to the view that there was no alternative if inflationary expectations were to be broken. It reminds one of the story of the mule-driver who, five minutes before he was due to set out, bit his mule over the head with a big hunk of wood. "Why did you do that?" asked a bystander. "He ain't done nothing." "Oh, that was just to attract his attention," came the reply.

On the inflationary front, President Carter will be able to claim considerable success when the presidential campaign really gets under way this autumn. In the third quarter the consumer price index, which was showing a rise of around 18 per cent a year in the first quarter, will almost certainly be rising at an annual rate in single figures. But, unfortunately,

## The severity of a much heralded recession is surprising

this does not mean that the trade-off between unemployment and inflation has suddenly become much more favourable again, nor that the Phillips curve retains its validity in the U.S.

Because of the way the mortgage rate is handled in the consumer price index and the abnormal rise in OPEC oil prices, the first quarter figures overstated the underlying rise in the index by a very considerable margin just as the third quarter figures will understate it. Whether Mr. Reagan will be able to make anything of this perfectly valid but somewhat technical point in the campaign is something on which even his keenest admirers have their doubts.

That he, in his turn, should be able to exploit the recession is obvious. In the second quarter gross national product fell at an annual rate of around 8 per cent. Housing and motor cars were the two disaster areas, hit respectively by high interest rates and Detroit's failure to produce the fuel-efficient cars which Americans decided they needed.

The consumer who had been gearing himself up to the eye-brow-raising savings ratio had fallen to around 3½ per cent. He realised that just possibly the credit card was not the way to an ever more prosperous future. So far, at least, there is no disagreement among the analysts who are ceaselessly taking the pulse of the economy. They are at one in predicting that the third quarter will show a further decline in output, though at a less precipitous rate, and that the recovery when it comes will be sluggish. Most of them expect the economy to turn towards the end of the year or in the first quarter of 1981. But this forecast is not made with any great degree of confidence.

True, one can see some grounds for hope. Inventories as yet are not particularly high. Housing starts are almost as low as they were in the trough of the very serious 1974-75 recession and the big decline in interest rates should help. The market for American cars cannot, surely, get any worse and there are new models in the pipeline — notably from Chrysler — this autumn and General Motors shortly thereafter — which should provide much stiffer competition for imports.

Defence spending is certain to rise, and whatever Congress may say now about a balanced budget, an even more conservative Congress after the next election will find itself faced with a massive budget deficit for 1981, even without a probable tax cut.

Capital spending by industry is thought to be holding up.

But among the industrialists I talked to, the top man of one very large company said that plans were being cut by between 5 and 10 per cent in money terms. And one bears the comment: "Our plans are being maintained, but Jack down the road, is cutting back."

There are at least three great unknowns in the equation and while some forecasters are willing to make a guess — that, after all, is their business — very few are prepared to do so with great confidence. The first of these is what the consumer will do. The current rate of savings is estimated at somewhere around 4½ per cent. It is on this estimate that the expectation of a turnaround at the year-end is based. But no one knows how bad a shock the consumer has suffered. Will he really start spending again while the economy is still in decline, while unemployment is rising or will he try to rebuild his financial assets?

Second, there is the question of what interest rates will do. They have come down from unprecedented heights at an unprecedented rate. Loan demand appears to have dried up overnight. Money supply growth is way below the bottom end of the Fed's set range. But at least one Governor of the Federal Reserve opposed the last two discount-rate cuts because he was afraid that the very steepness of the fall would produce a very fast snap back as soon as there was any sign of the economy turning up.

One prominent New York banker sees the prime around 4 to 4½ per cent by the end of the year. There are those who see rates declining faster (because the recession will be more severe?) and others who believe that rates are not that far off the bottom. There is, however, one straw in the wind which gives pause for thought. In May and June American corporations will have raised no less than \$13bn in the bond market. Some of that represents the pent-up demand of

the earlier months of the year. But clearly there are many corporate treasurers who believe in getting their money while the going is good.

Finally, the more philosophically inclined are asking themselves how deep are the scars which the roller-coaster ride in interest rates has left. Now that the Fed has said that it will control the monetary base and allow interest rates to be the variable and have made their point with a vengeance, how will industry react? As one very prominent member of the Administration put it: "What happens when the risk is transferred from the 'specialised' (financial) risk-taking institutions to the customer?" What indeed?

Feeling, for all these reasons, the ground shifting beneath them, Americans naturally tend to ask themselves, as we have been doing for years, and Business Week does this week, what is wrong with their society. Why, in the most

## Is the welfare state changing U.S. attitudes to work?

advanced economy in the world has the growth of productivity trend, which fluctuates around some 2½ per cent, moved to zero? Why is it that very few people expect that when the economy does turn we will see the upsurge in productivity which has always been the hallmark of any early recovery phase?

Some of course are very certain of the answers to the problem. They cite the legislation governing minimum wages, equal opportunities, environmental protection and Federal regulations in any number of fields. By themselves none of these may amount to that much. Taken together, they build rigidities into the system. But

is it politically conceivable that one can see much change in these areas? And in the absence of such change is it really possible that talk about the re-industrialisation of the U.S. or an industrial policy (the phrase does not yet mean the same as over here) will point the way to answers? The Briton is bound to be sceptical. We have heard all this too often.

Linked to the question of productivity is the persistence of an underlying inflation rate around the 10 per cent mark. Whatever the gyrations of the consumer price index this was the rate more or less in the first quarter of 1980 and that is the rate expected for the final quarter in the trough of a recession.

The main element in it, rising energy costs apart, is the inconvertibility in their labour costs which brings one straight back to productivity. Has the very nature of American society changed? Is the welfare state now producing the same attitudes in the U.S. as Americans believe it has produced in Britain? In the 30 years that I have been watching the U.S. I have never known the mood as self-questioning and uncertain as now. When you can get someone on Wall Street seriously doubting whether the trade-off between stern financial policies and inflation has become too unfavourable, and when he then goes on to ask "whether we had not better learn to live with inflation," you are brought in with a jolt.

Other factors inevitably heighten the uncertainty. The international situation is one, the realisation that the Ayatollah can defy the U.S. and that détente did not prevent Russian aggression. The choice facing American electors is in the view of the great majority of them, hardly a happy one, and that does not help.

For the world as a whole it is a dangerous prospect. The rest of the world knows that the American economy faces serious difficulties, all the more so since the threat of protectionism is a real one. President Carter — this is often overlooked — has fought successfully to contain protectionist forces. But when a Ford car worker turns up, on the day that his plant closes forever, wearing a T-shirt inscribed "Buy Foreign Products," one realises that the pressures are beginning to manifest themselves at grass-roots level.

If I were, forced to bet, I would put my money on the U.S. coming out of the recession in the first quarter of next year, but without much growth after a brief initial spurt. I do believe that the economy is fundamentally sound, and that free enterprise and a liberal attitude towards the outside world will survive longer in the U.S. than anywhere else in the world. As I was leaving an office building in Washington one Administration official said to me: "If anyone tells you anything different from me, he is wrong." I would still say the same. But one wishes one could say it with the total confidence of 10 years ago.

## MEN AND MATTERS

## Go West, young fliers

If cowboys and the dreadful J.R. leave you cold, the attractions of Dallas as a holiday centre may be somewhat limited. There is, however, a new project, launched yesterday, which may appeal to venturesome British trippers in need of a lift — in this case to somewhere around 15,000 ft up in the air.

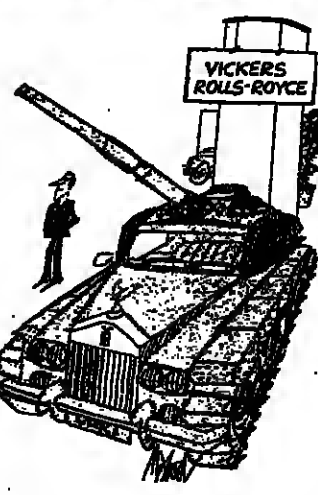
Home-grown travel entrepreneurs John Sutcliffe and David Miller, who last year won £100,000 of backing from rubber group Yule Catto (currently embroiled in a messy bid for Revetex) are offering high-altitude holidays above the plains of Texas.

The partners, who with Casto aid took over the Curzon Travel Agency in Finner, just outside London, have linked British Airways to offer a three-week stay in Dallas and Fort Worth that includes an intensive flying training course leading to a fully approved private pilot's licence.

For a mere £1,400, they tell me, any UK citizen over the age of 18 can step onto a Braniff "Biz Orange" at Gatwick and proceed to Dallas for a gruelling six-hours-a-day regime in flying school.

At the end of the "holiday" the student will have completed the minimum 35 hours of flying time required by the U.S. Federal Aviation Administration, the Civil Aviation Authority. The prize for the dedicated is a licence valid in the UK, which can be converted into a British flying ticket by sitting a short paper on aviation law. Sutcliffe, a 33-year-old former accountant from Peat Marwick and Mitchell, tells me he plans to take the course himself this summer, boasting that the approved school has a "zero failure rate."

Apart from rodeos and other western jollities which more durable students can enjoy in their spare time, the duo



promise "fabulous weather." One of the main reasons, they say, why it takes so long to learn to fly in Britain is that it rains too much. "The weather here is so shoddy that many people just give up after a while," explains Miller, who hopes to transport about 200 pupils a year, thus capturing some 10 per cent of British flying schools' potential customers.

For its part, Braniff is investing £4,000 in promotion and provides Apex fares for the package: a canny investment, I would have thought, considering that every passenger taking the trip may one day pilot one of its aircraft.

## Ashen earnings

In keeping with the jokey journalistic tradition which gives us headlines like "World ends, gifts unaffected," I am happy to report that the recent disastrous eruption of Mount St. Helens is playing havoc with the price of volcanic ash. Long-established companies like the Axtell Mining Corporation of Oklahoma, which have been supplying ash for 20-odd years for use in industrial cleaning, plastic button-polishing and the

denture cleanser trade, have been upstaged by a new breed of commercial venturers.

The dust had barely settled on the May 18 eruption when the first of the entrepreneurs moved in. Two brothers from Pennsylvania, for example, have deserted their scrap metal business and are busy bottling an 18-ton consignment of fall-out for the souvenir trade at \$5 a vial. They aim for a gross killing of some \$3m.

Closer to the action, one Joe James who runs Ye Olde Curiosity Shoppe in Seattle, claims lower transport costs enable him to sell his bottled mementoes for a bargain \$2.25 for 55 grams.

## Video rally

Tennis-fao Eurobond watchers will be pleased to hear that once again this year they will be able to keep up with happenings at Wimbledon without deserting their regular video display units for telephone or radio. Courtesy of Merrill Lynch, the U.S. stockbroker, Eurobond movements will again be intermingled with up-to-the-minute details of the doings of Borg and company.

Says the man behind the transmissions, managing director Joe Galka: "We thought it was an interesting way to see how effective the screen is." Last year, he tells me, many brokers and bankers rang him up to congratulate him on his unique business-with-pleasure service.

## Late payers

"Better late than never" seems to be the feeling over in the Netherlands. My Dutch friends have brought to London news of a rare act of warmth and sensitivity on the part of a national government. Yesterday a group of Dutch legislators in the Hague secured the approval of the Cabinet for payment of compensation to

50,000 soldiers and civilians interned by the Japanese in the Dutch East Indies during the war. The "debt of honour" was settled just 35 years after the first claims rolled in. Former prisoners will now be eligible to receive Fls 7,500 (£1,666) each.

Dutch Vice-Premier Hans Wiegel is said to have waxed sentimental as he told Parliament that although the Government had no legal obligation, it was time to "heal a generation-old wound."

The former soldiers include a number of Moluccans who stayed loyal to the Dutch and fled to Holland after the former colony won its independence as Indonesia in 1950. The veterans have demonstrated amazing patience and persistence these past three and a half decades — a small hand stood silently one day a week outside Parliament with a sign saying: "Robbed of Three Years' Pay."

## Power seeker

The head-hunting firm which in 1976 brought the late Sir John Birt into the politico-commercial limelight at the Confederation of British Industry, has been reappointed to find his successor.

Kit Power, managing director of Spencer Stuart Management Consultants, tells me that in a broadly-based search he is seeking nominations as well as straight applications for the post of director-general. "It is the sort of job which requires qualities which some highly qualified people might not recognise in themselves," he explains.

While his firm will probably take commission of around a third of the appointee's salary (up to £50,000 a year, I hear) a successful nominator is expected to play his part in the hunt for nothing more than "the pleasure of seeing his nominee appointed to this most prestigious post."

Observer

## How much would you pay to give a lost little girl a start in life?

Susie (that's not her real name) attends one of the special day care centres we run for children whose futures are at risk. As little as \$2 could help her. She is 5½, the child of a broken marriage with a violent father. When first she came to us, she was so lost and disturbed, she wouldn't speak and didn't even know how to play.

Now she's enjoying to talk and smile, she enjoys painting, and she's building up confidence in herself so that as she gets older, she may be able to relate properly to others.

Susie's tragic story is typical. Little children like her, defenceless, bewildered products of our confused society are the ones most likely to end up delinquent, making a mess of their own lives, and their own children's lives in turn.

As Dr Barnardo's, we run day care centres with trained and dedicated helpers for these children. And, of course, we run residential homes and schools for children — but we are always concerned to try and keep children and parents together. Our help has no limits, but our money does. Gifted help like this costs a lot — though in the end it can not only give Susie a start in life, but also save society a great deal in later years.

Won't you send what you can today? For only \$2 you can buy a set of paints. For \$10 we can buy a sand-tray — and little Susie like this has so much. For \$100 we can feed a child for a whole year at the centre. Every



Gifts help. And it helps even more if you volunteer to pay regularly. That way we can claim back tax, so every \$1 you give is worth \$1.43. Not a penny is wasted, because we are very careful with the money we get, and many fine helpers do voluntary work for us.

Please send what you can, now. Your caring will reach out all the way to Susie, and all the 6,000 other children we care for, thanks to your help.

**Dr Barnardo's**  
Dr Barnardo's, Tamworth Lane, Ilford, Essex IG5 1QG

To: Nicholas Lowe, Appeals Director, Room 762, Dr Barnardo's, Tamworth Lane, Ilford, Essex IG5 1QG.

هنا من العمل



# Inflation and investment

**“None of us would wish to advise companies to issue index-linked loans against their better judgment. But we are unanimously agreed that it is desirable that neither tax arrangements nor informal pressures should discourage them from utilising what could be an important financial facility, and one which could in principle do more than any other to remedy the current shortage of long-term borrowing possibilities for industry in the capital market.”**

THE PRESENT British Government would make a great mistake if it ignored the Wilson Report because it was chaired by one former Labour Prime Minister and was set up by another, partly to escape a Labour conference demand for the nationalisation of financial institutions.

The Report disposes of this last demand quite quickly, and the greater part of the text is devoted to an analysis of the financial institutions, not merely for their own sake, but in relation to the performance of the British economy. As such it takes its place with the Macmillan Report of 1951 and the Radcliffe Report of 1959.

It is uneven in style and quality. But the discussion of the impact of inflation on investment and borrowing decisions is the best I have seen anywhere, and more than outweighs the misleading examination essay-type Chapter 11 on problems of high theory.

It is also a merit and not a drawback that the Report, while remaining one document, does not repeat the Radcliffe mistake of pretending to be unanimous, but candidly lists differences of view whenever they occur.

Predictably the Report highlights the dominating position of pension funds, insurance companies and building societies. It hesitates to recommend the abolition of the special incentives which push new savings disproportionately into these channels. But it does propose to reform the worst distortions.

Like its predecessors, the Committee rejects the view that investment in the UK has been held up by a “gap” in financial facilities, although it does identify some problem areas, for instance in relation to small businesses.

The main constraint on investment is the lack of sufficient projects profitable enough to cover the cost of finance. “The perceived real cost of capital is

now almost certainly higher than the average real profitability of industrial and commercial companies.

Several responses to this are possible. One can say that the problem is just one aspect of the deep-seated poor performance of the British economy which the Chairman himself was unable to mend in his previous incarnation as Prime Minister.

One can also ask whether anything can be done to reduce the perceived cost of finance and increase perceived profitability, short of a revolution in British industrial attitudes and behaviour. For there is one factor at work to some degree separate from the ordinary British sickness: that is “high and fluctuating rates of inflation.” It would be difficult for anyone to read the Report in good faith and continue to believe that the inflation rates of the last decades have been anything but harmful both to investment and employment.

When inflation is high both borrowers and lenders feel hard done by. For instance, occupational pensions do not usually give protection against inflation which occurs after retirement.

Discretionary increases compensate on average for only 60 per cent of the rise in prices. An individual investor in Government stock would have

had a real return of minus 4.5 per cent in the 1970s and, in equities, none of minus 2.1 per cent. And that is before tax, which reduces the real return still further.

It might then look as if the borrower does very well. After all, lending rates are well below the rate of inflation. But there are two reasons why the industrial borrower does not see it in this way (apart from misconceptions, his temper and the desire for subsidy).

The first is that a high nominal rate is a drain on cash flow. When the nominal interest rate is 15 or 16 per cent in real terms the “debt is being repaid from the very first year.” The borrower is providing in effect for a large sinking fund “at its heaviest at the very beginning of the debt.” He has to provide the interest, including the capital repayment element, from the profits of his existing business.

The position of the home borrower is in many respects similar. If he is a standard rate taxpayer, the nominal post-tax cost of a mortgage is about 10.4 per cent and his real cost is minus 10 per cent. But total disbursements as a proportion of his income can still be very high in the early years.

Secondly, there is uncertainty about the future rate of inflation. A fixed interest business

borrower would have to guess future inflation rates and their effect (a) on the true cost of interest; (b) on floating charges such as overdrafts; and (c) on the real value of the debt on repayment. This is hardly easy when inflation has varied from 6 to 24 per cent in the last decade, and it is not surprising that the debenture market has dried up.

The Wilson Report suggests different possible mitigations. The first is a new institution to insert Government funds into industry. Different versions of this are offered by different minorities of the committee. It is clear that the full blown TUC version would work only if it became a general subsidy to investment. But it is difficult to see what would be gained by having a body to discriminate between businesses in arbitrary and potentially unfair ways rather than by granting across the board interest rate subsidies.

The second idea, which is free from the more obvious subsidy element, is a refinancing facility. Institutional investors prefer to lend long at fixed rates—what borrowers dislike for the reasons discussed. The Government would therefore issue additional gilts and employ the funds raised to rediscount medium term bank loans

at variable interest rates which banks might otherwise hesitate to make.

The facility would have to be handled with great care and phased in with a reduction of other sorts of Government borrowing if it were not to be inflationary. Even then, some companies might still not care to finance risky projects with medium-term bank loans—even if such loans were more readily available.

This leads one to the third and most important proposal: experimentation with indexed linked bonds. These would be bonds whose par value would be increased at redemption in relation to an index of prices, earnings or the borrower's own costs. The interest payment could itself be optionally indexed as well.

Such bonds would help to meet the desires of lenders and the need of borrowers without government intervention. Pension funds would be able to meet liabilities linked to end-career earnings and further career link pensions with subsequent inflation without calling on employers for additional funds. Borrowers would be able to obtain long term finance with a real cost known in advance—probably 2 to 3 per cent or less—and without the very heavy degree of front loading involved in the present high coupon non-indexed loans.

The Committee attributes industry's lack of enthusiasm for index-linked bonds partly to a misunderstanding of a device so little used in the UK, but also to the tax laws under which the indexed principal would have to be repaid out of after tax earnings. This anti-indexation bias would disappear if taxes on incomes, profits and capital gains were adjusted for inflation.

Pending tax reform, the Committee suggests restricted issues of index-linked gilts for pension funds, which are tax exempt and “whose appetite

for and need of” such securities is greater.

The Report is at its most devastating in its treatment of the spurious arguments against indexed securities. It is rightly scornful of the argument that indexation is an implied admission of failure to stop inflation. On the contrary, Governments “which expected to escape from their obligations through inflation would be the last to issue index-linked liabilities,” because they would benefit from faster than expected inflation.

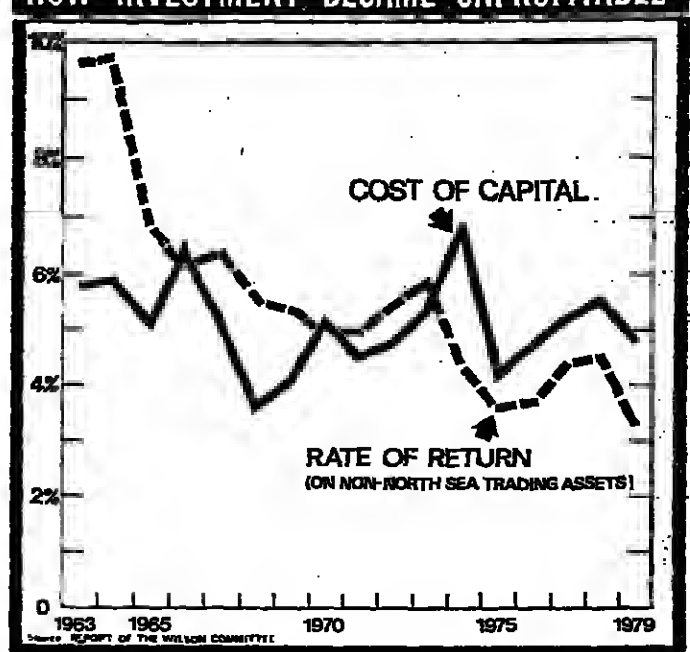
New forms of government securities and new methods of issuing them are an extremely live issue in Whitehall. The people whom we have called the economic Thatcherites are prepared to consider indexation on merit, while the purely political Thatcherites dismiss the idea as immoral and abhorrent. The argument within the Thatcherite camp on this as on other subjects are far more interesting than the stale, weary and unprofitable disputes between “wets” and “non-wets” trotted out by so many political writers.

The political Thatcherites have confused counsel by using the misleading “deindexation” to describe a long overdue reduction in the growth of public sector wages.

But in any case the issue of indexed wages, which usually involves agreements for more than one year, is not at all closely connected with capital market indexation for securities of more than ten years' maturity.

Would the availability of indexed securities lower the prices and increase the yields on the non-indexed type? If it did, it would be because “unanticipated real losses” are imposed by inflation on lenders. The desirability of negative real interest rates being brought about by this kind of cheating is as the Committee states,

## HOW INVESTMENT BECAME UNPROFITABLE



“questionable.” The choice facing the borrower, whether industry or the Government, is between the present method of borrowing at a real cost which is unknown—and potentially injurious to either side—and indexed-linked borrowing on known terms.

The Wilson Committee stresses that the present yield on gilt-edged contains not only an inflation premium, but a risk premium for insurance against the uncertainty of future inflation. If indexed securities eliminated that risk the true real cost of borrowing would come down. This is more important than the cosmetic effect of a reduction in the PSBR of £1bn. The latter would occur if half of the £29bn of gilts with coupons of more than 10 per cent and maturities of more than 10 years were transformed by a conversion offer into indexed bonds with a real return of less than 3 per cent.

The Committee goes into some detail on the benefits of indexation for the home borrower. A 20-year mortgage with regular repayments would entail an initial servicing commitment of 10 per cent of the sum borrowed even if the real interest rate were 5 per cent. If present tax concessions were transformed into a direct credit

along the lines of the option mortgage the cost might be little more than 5½ per cent.

The Wilson Report stresses that pension funds would find index-linked loans to the Building Societies—which could be used for indexed mortgages, “attractive assets.” Some members of the committee are clearly very attracted to home loan indexation as a way of boosting the now-depressed construction industry—whose expansion also led the way to recovery in the 1930s.

Half the Wilson Committee were in favour of experimenting with indexed linked gilts and indexed linked mortgages. The latter would encourage first time borrowers—and I would add also reduce the political hangup over mortgage rates which inhibits monetary policy and makes so-called free market ministers reluctant to see real competition among financial institutions.

The Committee is notably unanimous, however, in agreeing that companies should no longer be discouraged from borrowing on indexed terms—either by outdated tax laws or by official intervention of the kind applied to a major public company in the mid 1970s.

Samuel Brittan

## Letters to the Editor

### Technically in default

From Mr. A. Gray

Sir—Surely there is now no lower depth to plumb? In the City whose pride is its motto “by word of hand” not a cautious word is heard against the prevailing money madness.

The British Government is now technically in default since its entire net interest payments are being borrowed, and not a cry of “scandal” is heard. Adrian Gray, 31, Russell Road, Wimbledon, SW19.

### Placing money with councils

From Mr. R. Hatfield

Sir—Mr. A. F. Twist (June 19) clouds and confuses Mr. Victor Robson's simple proposition to discipline certain local authorities.

Local authorities do not have a level and regular income. It is therefore necessary to borrow short term from time to time in order to pay wages and contractors.

Certain local authorities notwithstanding Government recommendations to the contrary continue to overspend thereby further fuelling inflation, the expenditure for the year to exceed even the recent heavy rate increase requiring long term borrowing thus maintaining an exceptionally high minimum lending rate or still further rate increases.

These local authorities must be forced to realise that overspending must cease and waste be eliminated as rate payers are financially unable to meet ever increasing rates.

Inflation is a serious threat to our economic future and it is not being political to support a Government pledged to reducing the level of inflation; on the other hand it is commercially sensible if institutions and investors boycott lending, be it short or long term, to overspending local authorities. It is not difficult to foresee an inability to repay loans on the due dates with borrowed monies being frozen hopefully only until a rescue operation has been mounted.

Spendthrift local authorities and in particular Manchester are destined to become another New York, with all the consequential misery and anxieties. R. A. Hatfield, 1, Sandy Beach Estate, Hayling Island.

### Travel in London

From the Director, Transport 2000

Sir—London Transport's problems are, of course, compounded of many failings. But Anatole Kaletsky in his article “Why fares are so high on London Transport” (June 23) certainly isolated the key problem—that LT has to cover far more of its costs from revenue than an similar undertaking. Even poor productivity is in part

accounted for by this lack of support as without sufficient capital to invest in mechanisation the scope for improved productivity is limited.

The fixation about good value for money is at the root of much of the concern about public transport. Mr. Kenneth Clarke, the Parliamentary Secretary at the Department of Transport, for example, has referred to this when talking about the level of revenue support for bus services. The same is true about the Transport and Road Research Laboratory report your article referred to. Yet this betrays a lack of understanding about the purpose of public transport subsidy.

Your article rightly points out that more subsidy gets more bus travellers, particularly at peak periods, which means better services and less congestion. But this greater patronage also leads to poorer productivity, in conventional measures, as more buses and drivers are needed to cater only for these peak loads. Overall, of course, efficiency is vastly increased as more people are moved in total with less expenditure, again in total, and with less in the way of roads and other infrastructure needed.

What is required now is not mutual recriminations about whose fault it is that London Transport loses money, but a clearer understanding of how money is spent in catering, overall, for travel into and around London. Nick Lester, Transport 2000, 40, James Street, W1.

### Buy transport services

From Mr. D. Sibley

Sir—Anatole Kaletsky in his feature on London Transport (June 23) pinpoints a major obstacle to the improvement of public transport in Britain. Like so many major obstacles, it is an attitude of mind—the view of public transport “as a social service for the benefit of people without cars.”

Ever since the private car became widespread, we have (especially) the bus as cheap and nasty transport for the lower classes. This attitude is not conducive to high standards. But in the days when only the very grandest kept carriages, public transport had to be good enough for everyone. We need to get back to that approach. We might be well advised to restore first class carriages on the Underground; Paris still has them.

Equally, we need to break the subsidy mentality which weakens the transport operator's incentive to carry more passengers. City councils should not subsidise buses and trains. They should buy transport services. Greater London Council should agree to pay LT a given revenue per passenger mile; then the more revenue they would get from the council.

Add a large profit-sharing element in all LT wages and salaries, and we would see very different standards of service. With a suitable basis of payment, this arrangement need not cost the GLC more than the present subsidies, especially

since LT could pay dividends to the council out of any surplus profits. D. E. A. Sibley, Rowe Rudd and Co., 63 London Wall, EC2.

### Swings and roundabouts

From the Secretary, Association of Circus Proprietors of Great Britain

Sir—The letter from Miss Heaton (June 10) deserves comment from this association. The failure of the Gerry Cottle Circus is by no means due to lack of support from the public but from high overheads facing travelling circuses. In particular the cost of diesel fuel and punitive effect of 15 per cent VAT on the live entertainment. It is because circus animals are so meticulously cared for that their upkeep is so high.

The circus business, in general, continues to prosper and as an illustration one of the major touring circuses is this year, for the first time, promoting two distinct touring circuses. Experience shows that such support as Miss Heaton is able to muster only serves to further publicise the unique family entertainment which a circus offers. As to Circus Hassini, the so-called circus without live animals, I find this little more than a gimmick to alleviate the cost of maintaining animals. Malcolm Clay, Association of Circus Proprietors of Great Britain, 24, Denmark Street, WC2.

### Inflation accounting

From Professor D. Myddelton

Sir—You say (June 19) that management has never shown much enthusiasm for inflation accounting. But what management has shown little enthusiasm for is ill-informed and politically motivated Government interference about the third of Sandilands' questionaire thought that constant purchasing power adjustments would be useful in financial management of their business, and a similar majority preferred CPP accounting to any alternative method.

As soon as the accountancy bodies correctly decided that constant purchasing power accounting was necessary to adjust accounts for inflation, the Government interfered by appointing a committee (mainly of non-accountants) which quickly and unanimously came to the wrong conclusion. As SSAP 16 openly admits, “current cost accounting is not a system of accounting for general inflation.” Sandilands was completely wrong to say that “current cost accounting is a fully comprehensive method of accounting for inflation”; and practically everyone who understands the subject knows it.

It is tragic that the leaders of the accountancy profession did not have the courage to hold to their views, but misguidedly caved in to political pressure. In contrast, the members of the English Institute have said they

do not wish any system of current cost accounting to be made compulsory. So company managements are not alone in spurning CCA.

Now the Bank of England has the gall to criticise company managements for not adopting the Government-sponsored method of accounting. The Bank of England, which bears responsibility for a currency that has lost more than 80 per cent of its purchasing power in the last 20 years, should concentrate on its main task. It should stop the inflation. Then there would be no need for inflation accounting. Admittedly the mere absence of inflation would not affect the arguments for and against CCA, since CCA has nothing whatever to do with inflation accounting. (Professor) D. R. Myddelton, Cranfield School of Management, Cranfield, Bedford.

### Purchasing power

From Mr. D. Allen

Sir—Your leader of June 19 makes the valid point that an inflation accounting system aims to separate the real from the illusory element in profits. How unfortunate that the rest of your comments fall into the trap of assuming that current cost accounting is such a system—despite a specific acknowledgement in SSAP16 that it is not such thing.

CCA is all to do with specific price changes, and is demonstrably misleading as a basis for decision-making and resource allocation: the more stock a company is smart enough to acquire just ahead of a price increase, for example, the lower will be the adjusted profit. Despite numerous efforts, it has proved impossible to find a single example of a decision being better for using current costs as distinct from historical costs properly presented.

Little wonder, then, that industry is ignoring the techniques, and that on the one occasion it was put to the vote, the accounting profession rejected “any form” of CCA. Far from lauding inflation accounting, the Sandilands report had the effect of side-tracking the genuine version introduced in 1973 under the title current purchasing power. D. Allen, 15, Alderbrook Road, Solihull, West Midlands.

### Europe and the Middle East

From the Archbishop of Oxford

Sir—Having followed your references to the EEC's recent statement on the Middle East, I must agree with the criticism of Mr. Mellish (June 21). I could have wished that the Community had refrained from intervening at this juncture. Its statement achieved nothing except the united condemnation of both the present Israeli Liberation Organisation.

You do not seem to appreciate fully the difference between “the Palestinians” and “the PLO.” And here lies the serious misjudgment of the EEC attitude. Until the PLO renounces once and for all its

covenant commitment to destroy the state of Israel, it is highly improper to suggest that it should be “a negotiating partner” in discussions hopefully leading to a just and lasting peace between Palestinians and Israelis. This would not meet with the approval of all the Arab states, nor indeed with all the Palestinians. It is imperative to take any action that might undermine what you call “the stalled Camp David negotiations.” President Sadat and Prime Minister Begin have agreed to the reactivation of these under American auspices, and there is hope that the more moderate Arab states may participate in due course.

These negotiations are so delicate that it is unthinkable that any premature interference by the EEC, “for political or any other reasons,” should prejudice the desired result, the peace of the Holy Land and of the Middle East as a whole. (Venerable) C. Witton-Davies, Archbishop's Lodgings, Oxford.

### Vehicle defects

From the Director, Society of Motor Manufacturers and Traders

Sir—The motoring public could be forgiven for believing that the motor industry cared little when dealing with vehicles with potential safety defects. It was encouraging therefore that the Department of Transport issued figures on June 17 indicating the success of the British voluntary code and, indeed, pledged its support for continued assistance.

Examination of these figures revealed that the British self-regulatory approach appeared to be working more effectively than systems adopted in other countries where harsh legislative constraints have been imposed. But only by complying fully to the instructions on a safety notice will owners be assured that any potential safety defect with their vehicle will be identified and remedied as rapidly as is possible. It cannot be stressed too highly that without the public's assistance this code cannot succeed.

It was particularly heartening, therefore, that after a period of close constructive co-operation with the Department of Transport, that Mr. Norman Fowler, the Minister, speaking at a conference at the Institute of Mechanical Engineers, pledged his continuing support for the voluntary self-regulatory approach. During a short presentation Mr. Fowler made it clear that the responsibility of the vehicle producer in establishing if defects exist and what action should be taken. It must not, however, be forgotten that the consumer has his part to play and only by complying fully with the warnings issued by the manufacturer will the consumer derive maximum benefit from his vehicle.

The code is made up of three basic constituents—the role of the manufacturer, the role of Government and the role of the consumer—and it is only by all parties working together that the objective of the code, improved safety, will be successfully achieved. Anthony Fraser, Forbys House, Holkin Street, SW1.

## Today's Events

GENERAL: Glasgow Central by-election.

Overseas: President Carter in Lisbon for talks with Prime Minister Francisco Sa Carneiro and President, General Antonio Ramalho Eanes.

European Parliament begins two-day special budget session, Luxembourg.

PARLIAMENTARY BUSINESS: House of Commons: Supply day on the Army. Motion on

Army, Air Force and Naval Discipline Acts (Continuation) Order, Motion on financial assistance (Offshore Supplies Grants) Scheme and Petroleum (Production) (Amendment) Regulation.

House of Lords: Sea Fish Industry Bill, third reading. Housing Bill, committee. Pier and Harbour Order (Brighton West Pier) Confirmation Bill, second reading.

Select Committees: Employment Subject; Work of Department of Employment group. Witnesses: Training services

division of Manpower Services Commission (Room 16, 4.30 pm). Home Affairs: Race relations and immigration sub-committee. Subject: Racial disadvantage. Witnesses: Department of Education (Room 15, 4.30 pm).

OFFICIAL STATISTICS: Energy Trends publication. First quarter revised figures for manufacturers' and distributors' stocks and capital expenditure by the manufacturing, distributive and service industries.

Company meetings Page 24



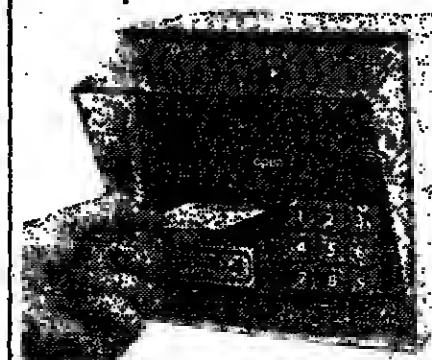
# It keeps Tom and Dick out. And lets Harry in.

24 hours a day, 7 days a week, without holidays or overtime Securimaster keeps out the unwanted.

This highly flexible Access Control unit is activated to permit entry to a restricted area only when an authorised, personal, electronically sensitive pass is used.

Securimaster can be linked to an alarm system to give warning of attempted unauthorised entry. It can be used with a data recorder to identify all authorised entries and exits. There is an integral blocking unit to reject cards known to be lost or stolen. Linking it to a central control unit gives single point control over an entire system.

So if you have a security area and you're worried about Tom, Dick and Harry, give us a call about Securimaster.



Group 4 Total Security Ltd., Farncombe House, Broadway, Worcs. WR12 7LJ. Telephone: 0386 858585.



Giving the world a sense of security.



# UK and French building divisions boost BPB

ARISING mainly from an increase in the UK and French building materials companies, taxable profits of BPB Industries have expanded to a record £47.1m for the March 31, 1980 year, compared with £35.4m, on turnover up by £43.8m to £241.5m.

A £2.5m rise to £21.29m in profits was reported at half-year. The full-year's figure included associates' £2.95m (£2.47m) and was struck after a £2.59m (£2.72m) interest charge. Tax took £12.66m against £10.08m.

Earnings per 50p share are given as 37.6p, compared with 28.5p, and the dividend is effectively increased to 9p (6.6p) net with a 6.1p of 5p.

Capital expenditure amounted to £38m in 1979-80, and directors say a high level of spending will continue in the current year.

A five-year programme for rationalisation and modernisation of British Gypsum's plasterboard manufacturing capacity has been approved, at an estimated cost of £24m.

## comment

After the first half, when pre-tax profits at BPB rose by a 5th, the second six months has seen profits jump 51 per cent in the UK volume on the building products side has been

## HIGHLIGHTS

Lex looks at the Wilson Committee report and ponders the relevant role for the supervisory authorities, given that the Committee wants to boost their powers while broadly maintaining the balance between statutory and non-statutory control of the securities industry. The column also looks at the surprise get-together of two of the best known names in British industry, Vickers and Rolls-Royce Motors. Vickers is making an agreed equity offer. Trust House Finance's interim profits were disappointingly flat but Finance for Industry has boosted profits and is paying its first real dividend. Elsewhere, the Chubb share price is looking for a bid after a hefty loss at Chubb Cash and a marked overall downturn. BPB, by contrast, has followed the trend established by other building products manufacturers recently and announced bumper profits. Powell Duffryn also performed well and B. Elliott proved the point that returns in overseas engineering and UK merchandising are far higher than domestic manufacture. Yule Catto has made a bid worth £7m for Revertex and has been promptly rebuffed.

static, although regular price rises have allowed an improvement in margins and customers have continued to move up-market to higher added-value products. In France, where profits nearly doubled over the year to £7.4m, there has been a rapid restoration of margins after price decontrol. In the second half trading margins have moved up to 16.3 per cent, compared with 14.4 per cent in the first half of 1979-80, a level which is slightly above the

average for the group as a whole. In spite of the prospective downturn in house building in the current year, demand should not be dramatically affected and pre-tax profits should emerge healthily above £50m (against £47.1m). Meanwhile the level of net debt has fallen from 19 to 17 per cent of capital employed. The shares rose 9p yesterday to an all-time high of 213p, producing a yield of 6 per cent and p/e of below 9, fully taxed and fully diluted.

are encouraging. Lord Caldecote says interest rates are holding back demand but he expects an improvement when rates eventually fall. Tax charges on group profit is £12.76m (£10.52m) with stated earnings per share at 15.6p against 14.3p. A final dividend of 3p makes a total of 5p compared with last year's single 2p final, absorbing £5m (£200,000). The group's capital is privately held by a consortium of major banks. Profits on a CCA basis are reduced to £21.96m after adjustments for depreciation, £522,000 and monetary adjustment of £5.33m. The chairman says FFI again started the year with substantial funds in hand and most of the funding requirement had been met by June 1979 when a £30m issue of sterling eurobonds was made.

The balance of requirements was substantially met in February 1980 by a further £20m issue, taking advantage of a temporary improvement in market conditions, and using a new vehicle for such issues, Finance for Industry International BV.

Following this issue, at the start of the new financial year, the group was comfortably liquid, says Lord Caldecote. The balance sheet also shows that the market value of the group's land assets exceeded the book amount by about £40m.

Investment and financial facilities to customers totalled £597.74m (£494.76m) and property, plant and ships under charter, £149.43m (£125.05m). Money market assets and balances with bankers were £90.02m (£121.17m).

Borrowings repayable within one year amounted to £349.29m (£297.66m) and borrowings repayable after more than one year, £386.07m (£388.68m).

Lex, Back Page

# Renwick setback in second half

After a second half hit by industrial disputes the Renwick Group, fuel distribution, travel and freight concern, reports a small increase in taxable profits from £1.57m to £1.6m, in the year to March 29, 1980. Turnover for the period was up by 19 per cent from £38.42m to £45.5m.

At half-way the company reported a 30 per cent increase in pre-tax profits, from £0.97m to £1.26m.

The final dividend is held at 2p, making a net total of 3.5p (3p). Stated earnings per 25p share are 15.1p (18.3p).

## comment

A £590,000 loss in the freight division held profits to a meagre advance at Renwick. The loss had been trimmed from the previous year, but the division has been rationalised. With £100,000 lost at a single depot, there is clearly room for more surgery and some recovery should be seen this year, barring another prolonged national industrial dispute. But with recession threatening the group's mainstream money-earning—car, camper, boats and travel—freight is a loss which Renwick can hardly afford to let run. Only the motor division showed a profits advance and a slight one at that with VW invoicing in sterling to deny exchange rate benefits. Renwick's vulnerability to a consumer expenditure squeeze makes it associate tie-up with Western Fuels all the more valuable.

Higher energy prices lifted the contribution from £488,000 to £730,000. The 12 per cent yield and fully-taxed p/e of 5 above a cautious rating, and at 44p, down 8p, the shares have slipped 18p since the optimism of the interim advance. Gearing is marginally up at 60 per cent, while CCA would show a dividend still covered on a notional full tax charge.

# Mercantile House rises by £0.9m

AN INCREASE of £895,147 to £3.5m in pre-tax profits is reported by Mercantile House Holdings, the money broking and financial services group, for the year to April 30, 1980. Turnover climbed from £16.29m to £20.87m.

In recent months the company has been actively involved in acquisitions and in April they agreed to acquire three subsidiaries of the J. P. Cabot Equity Corporation—Fundamental Brokers Inc., JPC Brokers Inc. and Primary Clearance Corp. The total consideration will be about U.S.\$8.5m in cash.

The company has also agreed to acquire the entire issued capital of Woodstock Inc., a commodity and financial futures broker in the U.S. for consideration of \$3m, payable in cash.

Mercantile's tax charge for the year was £1.39m (£1.44m), leaving attributable profits of £1.6m (£1.17m). Stated earnings per 25p share are up from 23.5p to 29.1p, and the final dividend of 8.5p makes the total payment 12.5p compared with 10.72p.

# Chubb profits tumble but dividend is held

SHARPLY INCREASED trading losses and substantial rationalisation costs in the cash register division have contributed to a "most unsatisfactory year" for Chubb and Son, where second-half pre-tax profits have plunged from £8.3m to £2.1m.

Taxable profits for the full year to March 31, 1980 fell from £15.26m to £7.22m, but the directors say their confidence in the group's prospects of long-term growth is reflected in their proposal to maintain the final dividend at 3.475p, making a total of 5.425p (£3.415p) net.

Against expectations of a break-even performance for the year, the cash register side suffered operating losses of £1.69m against £1.45m, following a deterioration in trading performance and the costs of changing what was a mechanical engineering operation to an electronic one.

The non-availability of suitable micro-processors from the U.S. meant the production of the electronic cash register was put back from September to the early months of this year, and this delay coincided with a substantial fall in market share.

Although there has been some recovery in order intake in the current year, the cash register side has not reclaimed sufficient of its market share to make a significant impact on the rate of loss.

The costs of a far-reaching rationalisation plan for the division are estimated at £7.5m, net of tax, which with the £163,000 costs of closure of an overseas subsidiary, results in an extraordinary debit this time of £7.68m (£61,000).

Operating profits of the group excluding the cash register loss fell from £19.15m to £15.19m. Despite substantially increased sales, the electronics and alarm side failed to maintain last year's profit level, and the fire security division also declined, reflecting internal and external strikes and an underestimation of the costs of staff reorganisation.

Locks and safes finished with higher sales and record profits, although the strength of sterling contributed to a fall in exports. Overseas profits remained static, with substantial falls in France and Nigeria being cancelled out by improvements elsewhere, including a 60 per cent increase in South Africa.

Group turnover rose from £216.61m to £230.02m, and the pre-tax profit is struck after interest of £3.48m (£2.5m) but includes the associates' share of £186,000 (£101,000).

Earnings per 20p share, after tax of £3.62m (£4.38m), are shown as 4.04p (18.35p). Minorities take £558,000 (£466,000) and £3.34m (£3.29m) is absorbed by dividends.

Chubb has declared 200 redundancies at its cash-registers and dispensers division in Brighton, a trade union official said yesterday.

Mr. Chris Park of the white-collar section (TASS) of the Amalgamated Union of Engineering Workers said the firm was suffering from foreign competition. It was the third set of redundancies at Brighton in 18 months.

## comment

After a disaster like this, Chubb is forced to take some pretty sharp measures. Production of cash registers will be cut to the reduced level of demand and if that does not seem to be having the desired effect by the end of the year the division will be closed down entirely.

Chubb, clearly, cannot afford another year like the last, with £8m pulled out of reserves, the balance sheet may show net debt of about 30 per cent of shareholders' funds, against 12 per cent at the end of the previous year, although there may be scope for a property revaluation.

Meanwhile, the competitive pressure is on in several of the company's divisions, as highlighted by the general squeeze on margins. Nevertheless the dividend is maintained, and the share price is unchanged yesterday at 33p, producing a yield of only about 3 per cent and p/e of 16, fully-taxed.

# Cattle's falls below £1m mark

A RAPID deterioration in the domestic economic climate in the final quarter's trading is blamed by the chairman of Cattle's (Holdings) for a fall from £1.6m to £974,000 in pre-tax profits for the year to March 31, 1980.

But he feels the results do not truly reflect the underlying strength of the financial services, retailing, merchandising and insurance broking group.

The pre-tax figure was struck after a substantially higher interest of £2.68m, compared with £1.11m and an increase in deferred revenue of £1.22m (£778,000).

He says Rosebery, the newly-acquired household textiles and soft furnishings retailer, performed extremely creditably and the company's move into this field has fulfilled expectations.

The company is maintaining its policy towards customers who have not been able to meet their commitments either in full or partially. With this policy accommodating customers in difficult times, the company made the increase in deferred revenue charges.

The chairman points out that in more normal times this charge would have been at least £500,000 lower.

He says in the present economic climate, it would be unwise to attempt a forecast for the current 12 months. But he says turnover is running 15 per cent ahead at present, which must be considered satisfactory at a time when consumer spending is at a depressed level.

Group turnover for the year advanced from £45.3m to £49.4m, with trading profits up from £3.44m to £4.89m.

Tax was down from \$965,000 to £225,000, and the final dividend is 1.1p (1.15p) for an unchanged total of 2.2p.

After deducting pre-acquisition profits of £25,000, and an extraordinary debit of £87,000 (£260,000 credit), the available balance came out well down at £636,000 (£1,460m).

After dividends of £503,000 (£522,000), the amount retained was £133,000 (£938,000).

# Finance for Industry improves by 13% to record £28.8m

AN IMPROVEMENT of some 13 per cent in pre-tax profits from £25.4m to a record £28.8m is announced by Finance for Industry for the year ended March 31, 1980, after charging interest on borrowings of £50.31m against £61.5m.

With new investment for the year at a record £27.8m against £24.3m, and commitments at the year-end, FFI has provided more than £1.25m to British industry since the group's formation in 1973.

Of the total new investment, £105m was loan and equity investments by Industrial and Commercial Finance Corporation, an increase of more than 50 per cent on the £68m gross investment for 1979. A further £24m (£68m) was provided by leasing and industrial hire purchase to enable small businesses to

acquire new plant and equipment.

Finance Corporation for Industry advanced £45m and Finance for Shipping had another good year investing £30m in new ships and loans to shipowners. Other forms of investment totalled £14m.

Over the year, ICFI was involved in what Lord Caldecote, chairman, saw as the "welcome resurgence of entrepreneurial activity" in the UK.

Some 309 new businesses or start-up propositions were given backing, against 112 the previous year, and 49 management teams were helped to buy control of their business, against some 20 the previous year.

Average investment over the year was around £112,000, an increase of £14,000.

Although applications so far

## DIVIDENDS ANNOUNCED

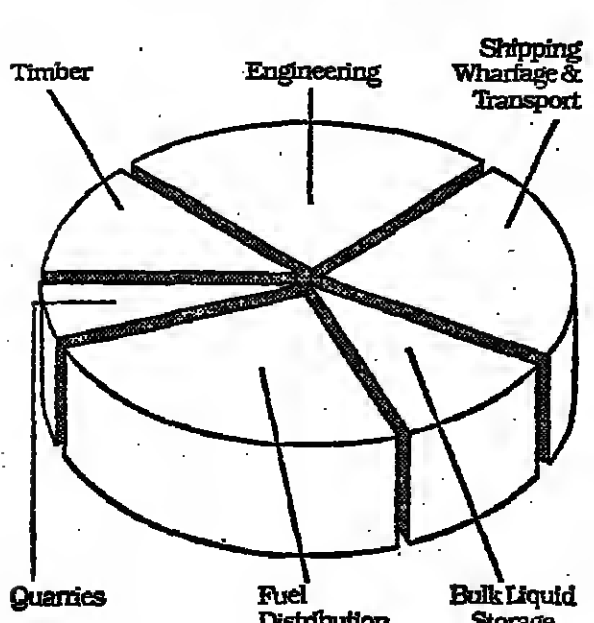
Company	Current payment	Date of payment	Corr. Total last year	Total last year
Asdown Invest. Trst. Int.	1.5	Aug. 15	4.5*	6.0*
BPB Inds.	5	Aug. 8	1.9	3.2
Brickhouse Dndley	2.25	Aug. 8	1.15	2.1
Cattle's (Holdings)	1.1	Aug. 29	3.48	5.43
Chubb and Son	3.48	Aug. 8	1.2	2.3
Cocksedge (Holdings)	3.48	Aug. 8	1.2	2.3
James H. Dennis	1.5	Aug. 21	2.11	3.6
Electric and General	1.5	Aug. 8	1.2	2.3
B. Elliott	7.25	Oct. 2	0.56	0.56
Ex-Lands	0.56	Oct. 2	0.56	0.56
Hickling Pentecost	5.8	Aug. 21	10.72	12.5
Mercantile House	8.5	Sept. 12	3.9	4
Christopher Moran	2.3	Aug. 26	7.1	13.25
Powell Duffryn	1.68	Oct. 3	2	3.5
Renwick Group	2	Oct. 3	1.6	2.68
Sonic	2.25	Oct. 1	0.5	—
Trusthouse Forte Int.	0.6	Aug. 8	0.5	—
Vectis Stone	0.6	Oct. 2	0.88	—
Western Selection Int.	1	Oct. 2	0.88	—

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡Includes non-recurring payment of 1p. §For 7-month period. ¶Included special payment of 0.15p.

# Powell Duffryn

"The first benefits of recent capital investment and the endeavours of everyone throughout the Group have resulted in a 30% increase in our pre-tax profits to £15.9 million."

## Principal contributors to Group profits 1979/80



## Group results for the year ended 31 March 1980

	1980 £'000	1979 £'000
Turnover	440,951	396,219
Trading profit	19,732	13,793
Profit before taxation	15,884	12,179
Net assets employed	131,335	114,027
Earnings per share	39.9p	29.9p
Dividends per share	13.25p	11.0p

"I am confident that we shall continue to derive benefit from recent capital expenditure within the areas in which our management expertise predominates."

C.S. Aston, Chairman

Powell Duffryn's strength lies in its diversity. It is an industrial holding company with subsidiaries engaged in engineering, distribution and transportation, principally related to the energy, shipping and construction industries.

The report and accounts will be published on 10 July. Copies may be obtained from the Secretary, Powell Duffryn Limited, 5 Stanhope Gate, London W1Y 6LA.

**Powell Duffryn**

# Merger to speed Keyser's growth

THE PROPOSED merger with the Charterhouse Group would enable the resources of Keyser Ullmann Holdings to be put to full use more quickly than if it remained alone. Mr. Derek Wilde, Keyser's chairman, tells shareholders in his annual statement.

In a letter recommending Charterhouse's bid, contained in the official offer document, he points out that Keyser's profits "up from £2.1m to £3.3m this year—are still well below the figure which ought to be expected from a company with shareholders' funds of £44m.

Efforts to expand have been handicapped by Keyser's history. The merger result in a group with shareholders' funds of £114m and £63m invested in the banking businesses now carried on by Charterhouse Japnet and Keyser Ullmann.

The offer, which values Keyser Ullmann Holdings at about £44m, consists of one Charterhouse Ordinary share for each Keyser share and one Charterhouse 5.7 per cent cumulative second preference share for each Keyser 4.2 per cent cumulative second preference share.

The new shares will rank for the dividend of 1.75p (1.6p) proposed by Charterhouse and payable on September 30.

The acquisition of Keyser would allow Charterhouse to enlarge its banking interests without diverting substantial funds from non-banking activities. Mr. G. N. Mobbs, Charterhouse chairman, tells shareholders. While it would be possible to further the group's strategy of placing greater emphasis on investment and banking by allocating additional funds from within, the resulting growth would be relatively slow.

Meetings of Charterhouse to approve the acquisition and the increase in authorised share

capital required to implement the offer will be held on July 18.

Keyser Ullmann's balance sheet for the year to March 31, 1980 shows shareholders' funds of £44.18m (£40.73m) and long-term borrowings of £7.55m (£7.27m). Current, deposit and other accounts, including tax provision, amounted to £191.67m (£186.03m). The annual meeting will be held on July 26 at noon.

Robert Trust, the Keyser Ullmann subsidiary which reported increased pre-tax losses of £108,000 (£57,000) excluding the share of its associated banking company's profits of £1.25m (£0.79m), has net current liabilities of £1.24m (£1.18m).

Shareholders' funds were up from £13.95m to £15.54m, and there were loans of £1.96m (same) and overdrafts of £1.19m (£0.77m).

Meeting, London EC, July 23 at 11.45 am.

# Cocksedge falls into £0.75m loss for year

After a pre-tax loss of £0.26m at half-year Cocksedge (Holdings), the engineering and steel stock-holding group, fell further behind with a loss before tax of £0.75m for the year to March 31, 1980. Last year, the company made a profit of £0.53m after a first half £0.18m.

Turnover for the year fell from £4.14m to £3.28m. There was a tax credit of £0.42m (£0.27m charge). There is no dividend for the year, compared with a net total of £4.95p previously.

The company says the loss was greater than anticipated, as it suffered a shortage of suitable work, low productivity, and the impact of the engineering and steel strikes.

Higher costs, tougher competition, severe downturn in demand and the strength of the pound also had to be faced. The

cash flow in the current year will be helped, the Board says, by the repayment of £255,000 owed to the company, and the cutting of costs where possible.

The company says that the solving of staff shortages in some key areas should help matters, but a much better performance throughout is essential.

No great improvement in trading is reported for the current year but it is hoped that the large losses last year on certain contracts and the strikes will not be repeated.

## Today's company meetings

Canadian and Foreign Investment Trust, Stock Exchange, 11.45. H. Goldman, Glider House, Clarendon Road, N.W. 4. Norman Hay, Excelsior Hotel, West Dravton, 11. John Folkes, 75, Harborne Road, Edgbaston, 12. Lee Cooper, Cafe Royal, W. 12. Mullicare, Winchester House, E.C. 11. Sheffield Brick, Royal Victoria Hotel, Bradford, 10.30. Sphere Investment Trust, Winchester House, E.C. 12. Uniflex, 43, Gooditt Street, W. 10. C. and W. Walker, Malinslee, Telford, 12. Western Brothers, Fairfield Halls, Croydon, 11.

Company	Price	Change
Junco 25	214	+0.7
Banco Bilbao	242	+2
Banco Central	208	
Banco Exterior	218	
Banco Hispano	212	+2
Banco Ind. C.	141	
Banco Madrid	272	
Banco Santander	150	+3
Banco Uquipo	202	+3
Banco Vazquez	75	-1
Banco Zaragoza	85.7	+1.2
Braquados	26	
Espartero Zinc	71.7	+1
Ferret	87.7	+0.5
Gal. Precados	102.2	+0.3
Hidrovia	88	+2
Indurero	107	
Parollos	69	+0.5
Petrolior	64	+1.5
Socofisa		
Telefonos		
Union Elect.		

Exclusive distributor of **SANYO** Post Office Approved Telephone answering machines that will... take messages, give information and lots more. Phone **01-446 2451** **ANSATOMIC** Sanyo answering systems.

## M. J. H. Nightingale & Co. Limited

27/28 Lovat Lane London EC3R 9EB Telephone 01-621-1212

27/728 Lovat Lane London EC3R 9EB.		Telephone 01-621-1211				
1979-80	Company	Price	Change	Gross Div. (p)	Yield	P/E
High						
99	Alrogroup	18	—	3.2	10.2	2.4
50	Amnig and Rhodes	30	—	3.2	12.7	2.0
285	Borden Hill	282	—	13.8	4.9	8.31
100	Bunty, Cays (10.7% p)	78	—	18.5	19.6	
107	Debonair (10.1%)	32	—	16.5	5.3	10.1
128	Frank Hoeser	117	—	7.8	6.7	7.3
125	Frederick Perkins	80	—	12.8	14.2	4.1
156	George Blair	79	—	16.5	16.3	
80	Jackson Group	80	—	6.0	7.5	5.01
133	James Burrough	112	—	2.5	7.1	3.1
303	Robert Jenkins	200	—	31.3	10.4	8.61
232	Torley	217	—	16	7.4	8.0
34	Twinklco (10%)	154	—	—	—	—
80	Twinklco 12% US	78	—	12.0	15.8	
56	Uniflex Holdings	46	—	2.6	5.4	10.1
60	Uniflex Holdings New	46	—	—	—	—
58	Walter Alexander	27	—	4.4	4.8	6.2
21	W. S. Yates	217	—	12.1	8.6	



# WHITBREAD

## AND COMPANY LIMITED

# A Growing Market Share

### The Chairman's Report for the year ended 1st March 1980

I think these results can be considered satisfactory, especially if we remember that they are for 52 weeks as against 53 weeks last year, and that the action of the Price Commission prevented us fully implementing our price increases between March and June 1979.

Profit before providing for the proposed new Share Ownership Scheme increased by 13.7% over the previous year. Adjusted for 52 weeks, the true increase was approximately 18%.

You will see that during the high interest rate period since last November the cost of borrowing, including that required to expand the business, cost the Group an extra £2.5m. We hope that there will be some relief from these high rates in the near future, for they not only add to the cost of borrowing money, which is inflationary, but also make new investment of the order of £200m between 1979 and 1981 harder to achieve.

The Board are recommending an increase in the dividend which will bring the rewards to the shareholders more into line with those of people working in the Company. They have decided it is better to pay out the maximum dividend rather than give vouchers or other trading facilities to shareholders.

In our 1980/81 financial year, your Board proposes to make the interim dividend payment a larger proportion of the total dividend for the year, and we trust that this will benefit our shareholders.

We are undertaking a revaluation of all our property this year, and the results will be incorporated in the Accounts for 1980/81. In the light of the high rate of inflation since our last revaluation in 1974, your Board decided that a revaluation would reflect a more accurate value of our assets.

### UK Trade

This year we have just about kept pace with inflation, and for the second year in succession we have continued to gain market share. The summer weather was unexciting but we had a long, warm autumn, and until November our trade held up well. We also had a good Christmas.

The successful launching of two new brands, Royal Kaltenberg Draught and Dill Pils, and Heldenbräu, which support our two main brands of lager, Heineken and Stella Artois, confirmed our view that we had two new winning brands in their market sectors, which we are now selling nationally.

The Mager Brewery in Wales, between the Severn Bridge and Newport, which cost about £51m, has come into commercial production this summer. It is making a significant contribution to the supply of lager, and represents a large part of our investment programme over the last two years. It is interesting that we import hardly any lager, despite the fact that it has taken 30% of the British market - something of which Whitbread's and the brewing industry can be very proud.

We did well in our ale trade, and the policy of having good local ales which are in demand all round the areas where they are brewed has been one of the successes of this year's trading. Such local brands as Whitbread Bitter, Strong's Country Bitter, Pomey Royal, Marlow Bitter, Fennell's Tinker, Welsh Bitter, Chesters Mild and

others have contributed to our marketing success, and show the value of the Company's adaptability. Trophy itself is still our major ale brand nationally, and now ranks as one of the five top-selling beers in this country, particularly in the North.

Take-Home Division enjoyed another successful year in the supermarket trade, as did Rawling's fruit juices and mixers, and our Langenbach wines made significant progress in the United Kingdom.

I am glad to say that the quality of our beers, wines, spirits and soft drinks has continued to be very good, and I cannot speak too highly of our Production, Quality Control and Cellar Service teams' painstaking efforts to ensure that our customers always get a first-class drink, wherever our products are sold.

Energy management continues to grow in importance. We have already achieved a 10% reduction in the energy used per barrel of beer produced, and it is a management target to increase this saving by a further 10%.

The continued expansion of catering in all sections of our business, from good value for money meals in our Beefeater Restaurants to the "pub grub" produced by many of our tenants and managers, means that at lunchtime, and often in the evening, our customers can be offered something more than just a refreshing drink in our houses. We believe this trend will continue in the 1980s.

I would like to pay tribute once more to our frontline retailers who do so much to see that our products are sold in good condition and in an attractive environment. Theirs is a highly skilled job, which they carry out with the humour and friendliness that make the British pub so unique in the world, and so good value for money.

### Share Ownership Scheme

At the Annual General Meeting we shall be asking you to authorise an Employee Share Ownership Scheme, details of which are given in a separate pamphlet. The point on which the Whitbread Scheme differs from some similar ones is that everybody who has served three years with the Company, and is eligible, will receive the same number of shares. Issues in future years, within the limitations described in the pamphlet, will be made at the discretion of the Board.

I believe that the ownership of shares by people in the Company will give them an added interest and knowledge of the Company's finances and profits, and this has been made easier to achieve by legislation in recent Finance Acts.

I hope that, during the four years in which these shares must be held, the value, and therefore the advantage of being a holder of shares, will be obvious in all the 12,500 eligible participants. I ask for your support for these proposals, which your Board feel sure are in the long-term interests of Whitbread & Company.



## OUR RESULTS

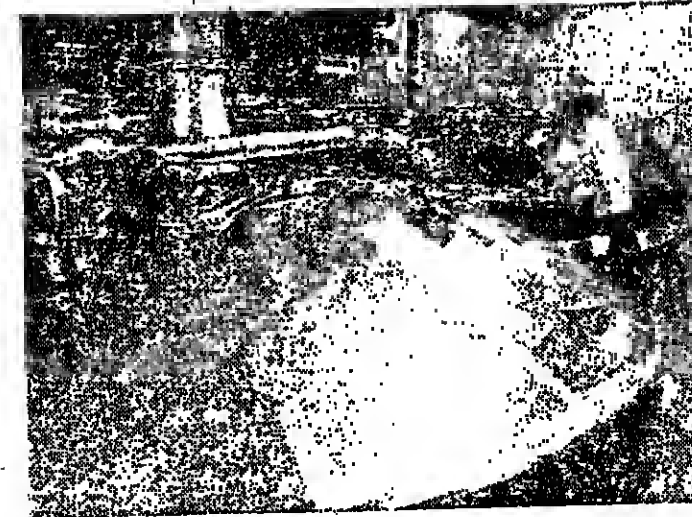
Year to 1st March 1980

£000's

	52 weeks to 1/3/1980	53 weeks to 3/3/1979
Turnover	738,469	659,886
Profit before taxation	61,813	54,350
Ordinary Dividends	14,648	10,954
Retained in the business	39,654	35,072
Earnings per share	21.88p	19.48p
Dividend per share	6.00p	4.80p
Dividend cover	3.65	4.09
Added value per full-time employee	£9,606	£8,397

### Pensioners

I would like to include a mention of our pensioners, some 5,000 now, for whom we have tried to ease the burden of inflation by increasing their pensions through ex gratia payments. This is costing the Company some £2m a year before tax but I believe shareholders would expect a company like ours to do its best to alleviate the problems of our pensioners, who have served the Company for many years and are now, like all of us, feeling the effects of ten years' continuous inflation. We can only continue to do these sort of things if we can make adequate profits.



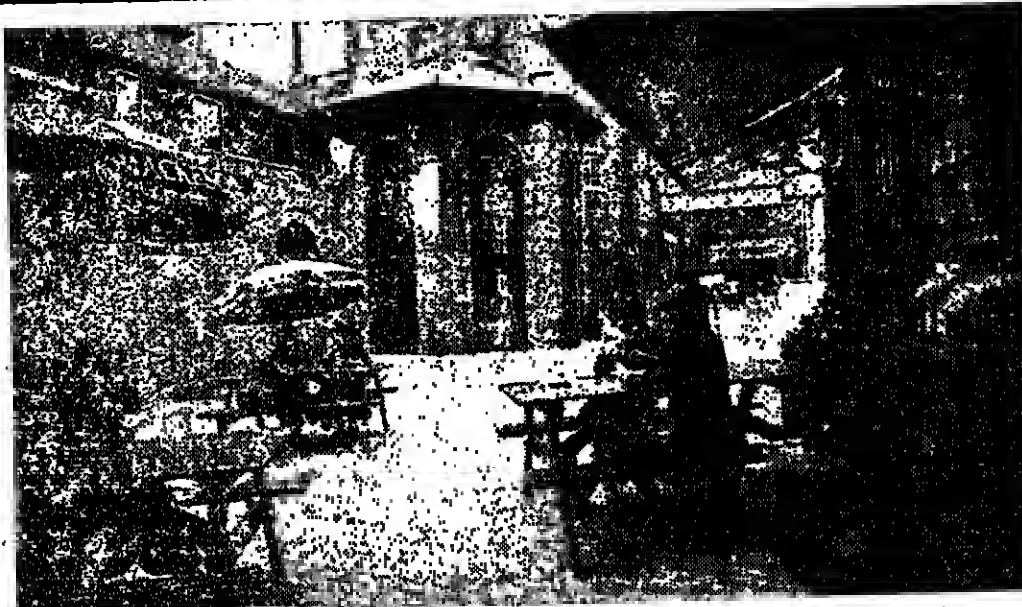
The mash conversion vessels where malt is converted into the hot sugary solution known as wort from which lager is brewed at the new Mager Brewery.

### Industrial Relations

Our industrial relations record last year was not as good as the previous one. However, I believe there is an increasing understanding that the only people to gain from unofficial stoppages and inefficient practices by a few members of the Company are our competitors. Last year we suffered losses in London as a result of a serious disruption at our Luton Brewery. This we cannot afford if we are to continue to be able to pay good wages and salaries, and make enough real profit to assist in funding our future investment plans on the 1979/81 scale, which are expected to total something over £200m. Only by investing and keeping a business modern can jobs be made more secure for the future.

I am convinced that we need to make personnel policies as innovative and imaginative as those for marketing in this modern day and age, and apply them particularly to areas of leadership, communication and business education at all levels.

We are making extensive use of video and television in talking to our people, as we have found this to be one of the best ways of explaining the complicated detail of how profits, jobs and investment interrelate in business.



The redevelopment at Chiswell Street with shops, flats, walkways and leisure facilities will provide many new pleasing aspects and amenities like the new courtyard and coffee shop.

our increased efforts in the take-home trade.

Our German wine subsidiary, Langenbach, has had a further year of good profit growth, with sales of Langenbach brands, particularly Crown of Crowns, showing excellent increases in the UK. In Germany itself, our trade was also well up, following increased efforts in that market, although profitability there needs to be improved. The renewed and expanded production facilities in Worms, to which I referred last year, are now in operation.

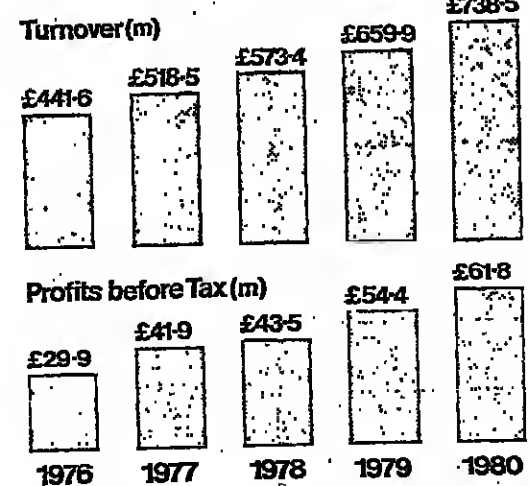
With regard to export and licensing, our new agents in the USA, All Brand Importers Inc, have made a promising start with Whitbread Ale and Mackeson, although this is another market where it is not easy to make good profits. However, our licensing operations for Mackeson in the Caribbean are going well, and we are now brewing Mackeson in Nigeria, where we believe there should also be a good future.

The growth in our overseas earnings is, therefore, steadily increasing. At the same time, we are continuing to examine further projects in earn a greater proportion of our total profits from overseas. This tends to be a long, and often time-consuming job, to make sure we take only the right opportunities.

### Chiswell Street Development

I am glad to say we are near to agreement over the disposal of two office blocks, and we will make an announcement as soon as we are able to do so. Even then, we shall not be able to say what the resulting cash flow benefit will be until we have completed the full development of the six acre site, which includes the provision of 140 flats for Islington, and a supermarket and shops on the north side. The total development will help to reimburse us for some of the money that we have spent over twenty years at Luton, Samsbury and Mager Breweries, where we brew all our lager and some other beers for the Company.

### FIVE YEAR RECORD



We have now finished the development of our offices in the retained and classified buildings at Chiswell Street, and I write this in the old Brewery boilerhouse, now refurbished as my office. The Board and senior management are together again in the same building, the old Chiswell Street Brewhouse, which has made a good headquarters office.

The Porter Tun Room, which I mentioned last year, has been launched on the reception and banqueting market, and has proved a very popular place. Visitors have included members of the Government, international statesmen, trade unionists and industry leaders, and I believe that the founder of this firm, Samuel Whitbread I, who built the Porter Tun Room in 1780, would be pleased and proud of the way this great fermentation room has taken on a new lease of life, and is playing its part alongside the Overlord Embroidery. This development won the City Heritage Award last year.

### Sponsorships

Next year will be the 25th year of the running of the Whitbread Gold Cup, the first industry-sponsored race, which was originated under Colonel

Whitbread's Chairmanship, and the 21st Mackeson Gold Cup will be run at Cheltenham in November this year. We believe it right and, indeed, good marketing to keep our name and the names of our products before the public's eye, while at the same time helping various sports and interests which are followed by millions of our customers.

These sponsorships cover such diverse subjects as the Badminton Horse Trials, the Samuel Whitbread Village Cricket Championship, the Whitbread Young Cricketers' Scholarships, the Royal Kaltenberg World Target Rifle Championships, the Stella Artois Tennis Tournament at Queen's Club, the Heineken Sailing Championship, Stowells' Art Competition, the Whitbread Literary Awards, and, of course, the Whitbread Round-the-World Race, which is to be staged again next year, with a strong entry. We initiated this year the Observer-Whitbread Essay Competition, to encourage a better understanding among young people of the importance of industry to the community.

We have recently received the report we commissioned from a research team from Oxford University on their two years' research into violence in pubs, which confirmed our belief that, happily, occasional violence is confined to less than 1% of our houses. To try to diminish it even more, we shall be seeing that our new and younger licensees are trained to deal with actually or potentially violent situations.

### The Board

Colonel W. H. Whitbread, who served as a Managing

Director-designate on 1st June, and Mr Peter Jarvis, our Marketing Director, who joined the Board last November, will also be seeking re-election. We are fortunate to have been joined by people of their ability, humanity and experience, and I hope that you will re-elect them.

With Mr Alex Bennett, who is also Chairman of the Whitbread Investment Company, and Sir Charles Troughton, whom you elected last year, the Board is now made up of six outside Directors and the executive team.

You will be asked at the Annual General Meeting to increase the maximum total sum available for paying fees to Directors (as distinct from any services in an executive capacity) from £25,000 to £50,000 p.a. The figure of £25,000 has not been changed since 1968.

### The Future

The prime task of this Company is to survive the recession which is now upon the country in the best possible shape to exploit the future. We know the next two years may be painful and, in our case, may restrict the growth of the leisure market: the brewing industry depends on a prosperous Britain. We shall need much goodwill from everyone in the Company, and good leadership at all levels, which I know exists in our trading companies and at headquarters. The Company came through the road haulage strike earlier this year with few problems, and showed once more its ability to rise to a difficult occasion and keep trading. On 14th May, all our locations were working, with 97% of our people doing their jobs.

I do not believe that legislation alone can ever produce the sort of conditions a business team needs to overcome the country's present problems. Obviously, we must all work within the framework laid down by the Government, and co-operation and understanding by everyone who works in business of everybody's problems would seem to be the only way to a long-term solution. If the country spends all its time bickering like barrack-room lawyers, we shall never get down to achieving the task which lies in front of us.

This Company is structured into separate trading teams, which, I hope, allows people the maximum freedom and initiative to create their own job satisfaction while working within the financial and technical strengths of a big organisation. This is, I believe, fundamentally important for a Company which, although the pattern of employment changes to suit the market-place, has a very large number of people with long service amongst its 41,500 full-time and part-time employees. It is interesting that our total number of people employed went up last year, largely due to the increase in retail business.

I believe, therefore, with a confidence that I hope is neither ill-founded nor boastful, that we have a team of individuals whose motivation to succeed has been considerably enhanced by our ten-year policy of decentralisation.

We are now among the top 50 companies in the country. We will only remain there while we can keep the goodwill, enthusiasm and initiative of all who work in the Company fixed on one common purpose: the successful future of Whitbread's. I am convinced we can do this.

Charles Tidbury  
CHARLES TIDBURY, Chairman.

Annual General Meeting  
12 noon, Tuesday 22nd July  
Brewery, Chiswell Street,  
London EC4Y 4SD.



The Financial Times Ltd. 1980. Reprinted in whole or in part in any form not permitted without written permission of the Financial Times and Services is a subsidiary of dataSTREAM (Incorporated).



Companies and Markets **INTL: COMPANIES & FINANCE****Unilever in talks to sell cocoa offshoot**

By Our Amsterdam Correspondent

UNILEVER, the Anglo-Dutch food, detergent and consumer products group, is discussing the sale of Bensdorp, a subsidiary which makes cocoa and chocolate products, to the French group, Cacao Barry.

In a separate development, Unilever said that a dispute with Emery Industries of the U.S. over the two companies' joint subsidiary, Unilever-Emery, would lead to changes in the co-operation agreement between the two.

Unilever and Barry have begun preliminary discussions aimed at the acquisition by Barry of Bensdorp's operations in Bussum, in the Netherlands.

It is not yet certain whether the agreement will be reached. The workforce and trade unions have been informed of the talks.

Two Bensdorp companies in Kleef, West Germany, and Vienna are not involved. Bensdorp has a workforce of 250 in the Netherlands.

Barry is one of the largest cocoa processors in the world, with plants in France, Belgium, Italy, the U.S., Brazil and West Africa.

The long-term future of the Bussum factory, which makes industrial cocoa products, will be adversely affected by the tendency for producer countries to set up their own processing plants.

Unilever and Emery Industries have been unable to solve their differences of opinion within the present co-operation framework. So they are now seeking to change the form of their agreement. In a statement, Unilever pointed out that Emery was acquired in May 1978 by National Distillers and Chemical Corporation of the U.S., apparently suggesting that this might be the reason for the dispute.

Unilever-Emery makes and sells more than 300 fatty acid-based oil chemicals. It exports 75 per cent of its annual sales of Fl 210m (\$105m) and has a workforce of 850.

**Turnround at Norwegian Elf Aquitaine**

By Fay Gjester in Oslo

ELF AQUITAINE Norge, the Norwegian offshoot of the French oil group, reports pre-tax profits of Nkr 990m (\$204m) for 1979, compared with a deficit of nearly Nkr 3m. Operating income reached Nkr 32m, compared with Nkr 1.9m in 1978. The increase partly reflects last year's steep rise in the prices of oil and gas. Other factors were the start of production on two fields in which Elf has stakes—the Frigg gas field, phase two, and the Tor oil and gas fields.

**Danish brewer lifts turnover**

By Our Financial Staff

INCREASED sales but reduced profits are reported by the United Breweries group of Denmark for the six months ended March, 1980.

Turnover is 15 per cent higher, adjusting for the disposal of a subsidiary. Profits, however, are lower, largely as a result of special promotional costs outside Denmark and the impact of additional start-up expenditure at a number of new plants.

For the whole of the current year United Breweries expects profits to be at least maintained at the level of 1978-79.

**Dutch retailer in mail order takeover talks**

BY CHARLES BATCHELOR IN AMSTERDAM

DUTCH RETAILER. Vroom en Dreesmann (V en D) is holding takeover talks with a group of European mail order companies. The negotiations are expected to be completed within a few weeks, a spokesman for V en D said yesterday.

The companies involved are Keurkoop in the Netherlands, Concordia Mail of Belgium, Inter-Selection of France and Kurfnest of West Germany, Austria and Switzerland. A Dutch publisher, Lekturama, as well as two educational companies in the Netherlands and Belgium are also taking part in the talks. Together they employ a workforce of nearly 1,250.

The companies operate independently but have a co-ordination office in Rotterdam which is handling the negotiations. V en D declined to reveal any of the financial detail in-

volved in a possible takeover or the turnover of the companies. They operate at a profit, though, the spokesman said.

Mail order is a new activity for V en D, which has been expanding rapidly out of conventional retailing and into the service sector over the past few years. The company reported a rise in sales and profit levels for last year, though the rate of increase slowed.

Operating profit was 8 per cent higher at Fl 267m (\$133m) on sales which were 16 per cent up at Fl 6.5bn (\$3.35bn). Pre-tax profit was an unchanged Fl 143m. After-tax profit was 12 per cent higher at Fl 112m on an historical cost basis.

On the basis of replacement costs pre-tax profit fell 5 per cent to Fl 111m, although the after-tax profit was 10 per cent higher at Fl 95m. The return on shareholders' equity fell to

11 per cent from 13 per cent. Operating profit this year is expected to be maintained, though the result of individual divisions will vary sharply. V en D's foreign activities will play an increasing role. The economic decline in the U.S. will have only a limited effect on trading, since they are based in the relatively less vulnerable States.

V en D plans a further expansion in the U.S., in Brazil and in the Far East. It foresees growth in both Japan, where it recently announced links with a local retailing group.

Yesterday's tender in six-month promissory notes raised Fl 317.2m nominal at a discount of 10 per cent, the Dutch Treasury said. The issue, the first of its kind for seven years, provides a yield of 10.37 per cent.

**SIR threatens to shut plants**

BY PAUL BETTS IN ROME

THE ITALIAN chemical group, Societa Italiana Resine (SIR), which is on the verge of financial collapse, said yesterday that it proposed to shut down operations at all its plants before the end of this month.

In a letter to Sig. Francesco Cossiga, the Prime Minister, and to Italian economic ministers, SIR, Italy's third largest chemical concern, said that it could no longer pay the June wages of its employees. Moreover, it could not buy the necessary raw materials or pay for essential services to operate its plants.

Unless the authorities intervened promptly, the company warned it would have to close down its plants.

SIR, which has been involved in a complex rescue programme for the past 18 months, owns several major plants in the

depressed island of Sardinia. A total shutdown would have major repercussions on employment in one of the poorest regions of Italy.

SIR's announcement, which immediately provoked angry reactions from the trade unions, comes only days after the chemical group reported overall losses of L4,470n (\$1.1bn) for 1979. It underlines the mounting crisis now afflicting the Italian chemical industry as a whole.

The Government is now expected to introduce wide-ranging measures to reorganise the troubled chemical industry. These are likely to include giving Ente Nazionale Idrocarburi (ENI), the state hydrocarbons group, control of the industrial activities of SIR and Liquefichimica, another ailing chemical company.

ENI was called some years

ago to enter into a salvage operation to rescue a number of subsidiaries of the now dismantled Italian state minerals agency, EGAM. The rescue proposals for the chemical industry, however, are at the centre of a fierce debate between Cabinet ministers and rival political factions.

Si-Siemens, the Italian telecommunications company, has told the FLM metalworkers' union that it plans to lay off 20,000 of its 30,000 workers for periods of four to 23 weeks starting in September because of a sharp cut in investments by state telephone company SIP, according to the union. Reuter reports from Milan. Last week, a group of companies in the sector told the Government they would seek approval to lay off around 30,000 workers for an indefinite period because of lower orders from SIP.

**Enka improves five-month sales**

BY OUR FINANCIAL STAFF

A MODEST rise in sales has helped Enka, the fibres division of the Dutch chemical group, Akzo, to keep its profit and loss account in balance for the first five months of 1980.

Sales for the five months have risen by 5 per cent to Fl 1.7bn (\$830m), shareholders were told at the annual meeting in Wuppertal. For 1979 Enka reported a net profit of Fl 33m on sales which totalled Fl 3.7bn.

Enka has recently reached agreement in principle for the Dutch Government to inject Fl 150m into its plant at Emmen. The money will be used to modernise and restructure the factory.

The European operations were hit by a rise in costs, but group results so far this year

were "favourably influenced" by the unconsolidated Latin American and Indian operations. Chemical fibre exports in the five months were 8 per cent lower at 174,000 tonnes, because of a fall in Enka Glanzstoff activities and at its Spanish operation, La Seda de Barcelona.

The company felt unable to give second half prospects because of uncertainty over the length of this summer's lull in demand and the timing and degree of the expected autumn recovery. A sales fall in the textiles sector was already noticeable and the West German textile industry expected a "marked cooling" in the second half of 1980. A crisis still faced European synthetic fibre manufacturers as a result of increas-

ing chemical fibre imports from the U.S. and increasing imports of finished textile goods from non-EEC countries.

Shell Nederland Chemie expects to show a loss this year following depressed sales, having made a profit last year of over Fl 100m. A downturn in the motor, textile and building industries has affected sales.

Cheap chemical imports from the U.S. and heavy costs related to the start-up of new plant is also putting pressure on the company's results. However, the chemical activities operated around the break-even point in the first quarter.

As for the refineries, their financial results in the second quarter will be less favourable than in the first.

**Hapag-Lloyd forecasts better year**

By Our Financial Staff

A MORE balanced result is promised for 1980 by Hapag-Lloyd, the West German travel and shipping group whose profits last year fell sharply to DM 3.6m (\$2.04m) from DM 15.1m.

Developments in the first few months of this year have justified these expectations, the company said yesterday. Hapag is not paying a dividend for 1979 having cut its payment by DM 1.5 to DM 3 a share for 1978.

Hapag said it expected increasing competition this year in its liner operations, after a 7 per cent increase in tonnage in 1979 to 820m tonnes. But better results were expected in the dry cargo sector.

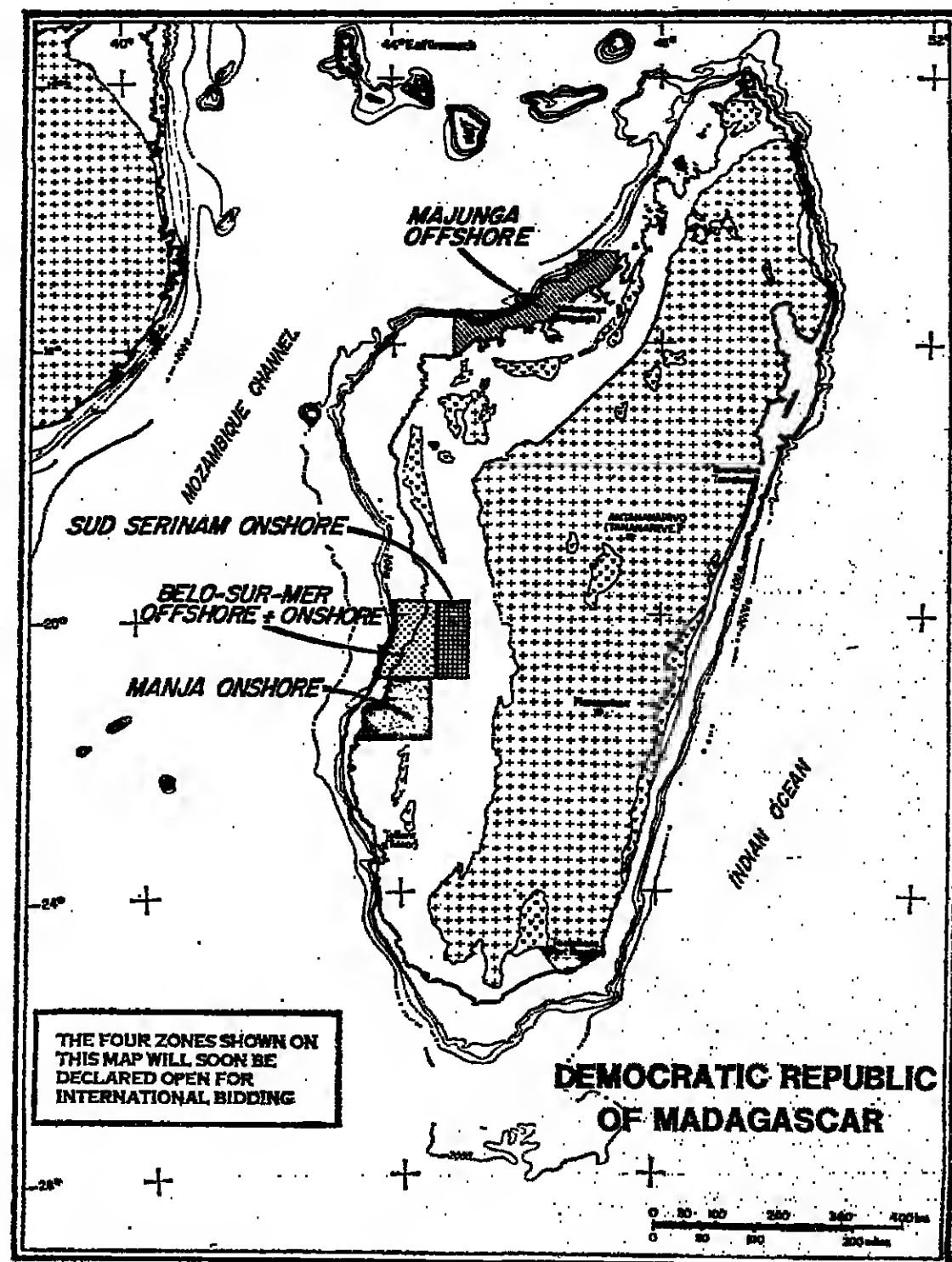
Tanker activities will again be disappointing. Ship repair, shipyard and harbour services operations have a "real chance" of improving results in 1980.

**Swiss bank issue**

Credit Suisse, one of the big three Swiss commercial banks, plans to raise SwFr 160m through the issue of a convertible bond on the Swiss capital market. Our Financial Staff writes. The bond will be for 10 years and carry a coupon of 4 per cent. It will be priced at par and subscriptions have to be in by July 4. When first mooted for the Swiss market earlier this month the funding was expected to raise SwFr 150m.

**French utility scrip**

Cie Generale des Eaux, the French water utility, intends to make a scrip issue later this year or early in 1981. AP-Dow Jones reports from Paris. Terms have not yet been fixed, but by increasing its capital by between FFr 300m and FFr 400m (\$75m-\$100m) the company intends to give itself "a sufficiently broad base" to carry out internal development and acquisitions, both in France and abroad.

**DEMOCRATIC REPUBLIC OF MADAGASCAR**

The new Petroleum Code of the Democratic Republic of Madagascar was adopted by the People's National Assembly on June 2nd, 1980, and will soon be promulgated.

Four areas considered as offering an attractive hydrocarbon potential will be opened for international bidding. These are as follows (see map):

1. Sud Serinam (approx. 6,250 sq. km onshore)
2. Belo-sur-Mer (approx. 5,250 sq. km onshore and 4,500 sq. km offshore)
3. Manja (approx. 9,000 sq. km onshore)
4. Majunga (approx. 15,000 sq. km offshore).

A technical document describing the hydrocarbon geology of Madagascar in general and the four areas offered for bidding in particular, the original French text of the new Petroleum Code together with an English translation, and other relevant data will be available in early July.

Detailed technical documents can be reviewed at the offices of OMNIS in Antananarivo as from August 1st, 1980.

Petroleum Companies interested in obtaining further information, in reviewing the detailed documents and eventually in submitting bids for the four areas, are kindly requested to contact:

Colonel Hubert Andrianasolo,  
The Directeur-Général,  
Office Militaire National pour les Industries Stratégiques (OMNIS)  
21, rue Razanokombana  
Boite Postale 1 bis,  
ANTANANARIVO  
République Démocratique de Madagascar. Telex: 22370 mg

This announcement appears as a matter of record only

**Altos Hornos De Mexico S.A.**  
**US\$50,000,000**  
**Medium Term Loan**

Arranged by  
The Royal Bank of Canada (London) Limited  
Crocker National Bank  
Crédit Lyonnais  
(London Branch)  
Grindlays Bank Limited  
National Westminster Bank Group  
The Sumitomo Bank of California

Agent  
The Royal Bank of Canada (London) Limited

June 1980

**Scandinavian Finance B.V.**  
(Incorporated in the Netherlands with limited liability)**£20,000,000**

Sterling Floating Rate Notes 1990  
Guaranteed on a subordinated basis by  
Scandinavian Bank Limited  
(Incorporated in Great Britain with limited liability)  
For the three months  
23rd June, 1980 to 23rd September, 1980

In accordance with the provisions of the Note, notice is hereby given that the rate of interest has been fixed at 17.4 per cent and that the interest payable on the relevant interest payment date, 23rd September, 1980, against Coupon No. 1 will be £43.64

Agent Bank:

Morgan Guaranty Trust Company  
London

**U.S. \$150,000,000**  
**Midland International Financial Services B.V.**  
(Incorporated with limited liability in the Netherlands)

Guaranteed Floating Rate Notes 1992  
Convertible until June 1985  
into 9 1/2% Guaranteed Bonds 1992  
Guaranteed on a subordinated basis as to payment of principal, premium (if any) and interest by

**Midland Bank Limited**

The Temporary Global Note was exchanged for the Definitive Notes on 23rd June, 1980 at the offices of Morgan Guaranty Trust Company of New York in accordance with the terms of the issue.



All of these securities having been sold, this announcement appears solely for purpose of information.

NEW ISSUE

June 16, 1980

\$250,000,000

**CITICORP**

10% Notes Due 2010

The First Boston Corporation

Salomon Brothers

Companies  
and Markets

## INTL. COMPANIES & FINANCE

### First half earnings surge ahead at Olympus Optical

BY YOYO SHIBATA IN TOKYO

OLYMPUS OPTICAL, the Japanese optical instrument manufacturer, chalked up record earnings for the first half ended April.

Operating profits surged by 80.7 per cent to ¥7.5bn (\$49.9m), and net profits rose by 84.4 per cent to ¥3.7bn. Per share profits rose to ¥35.60 from ¥21.78 a year earlier. Sales were ¥48.9bn (\$31bn) up 22.2 per cent, and exports rose by 41.5 per cent to ¥32.4bn to account for 66 per cent of total turnover. Cameras accounted for 51.8 per cent (up 41 per cent) of total sales, medical instruments 18.3 per cent (up 58 per cent) and micro-

scopes for 27.9 per cent (up 24 per cent).

The yen's depreciation in the half year generated ¥4bn of exchange gains.

For the current fiscal year, ending October, Olympus expects operating profits to be a record ¥14bn, up 33 per cent, net profits ¥6.5bn, up 33 per cent, and sales ¥98bn, up 18 per cent.

The company plans to increase its interim dividend to ¥4.5 a share from ¥3.75.

DRUMA MACHINERY Works, one of Japan's big-five machine tool makers, is to offer 8.4m shares of common stock repre-

sented by European Depositary Receipts (EDRs) through an international selling group. The group will be managed by Nomura Europe and Morgan Grenfell and Co., who will underwrite the full amount of the issue.

The EDRs will be issued by Citibank N.A. as the depositary, initially in the denomination of 10,000 shares, and will be priced in U.S. dollars at a level representing a discount on the closing price of the ordinary shares on the Tokyo Stock Exchange on, or immediately ahead of, July 1. Last night, the shares closed at ¥645.

### Pao rejects general bid for Wharf

By Our Hong Kong Correspondent

HONG KONG's voluntary takeover code was put to the test yesterday when Sir Yue-kong Pao, the shipping magnate, announced that "at this stage" his World International group would not make a general bid for the issued share capital of Hong Kong and Kowloon wharf.

The announcement came after the close of the stockmarket, and one day after the Committee on Takeovers and Mergers had told Sir Yue-kong he should bid for the 51 per cent of Wharf that will still be outstanding after he has increased his stake to 49 per cent on Monday, from 30 per cent at a cost of just over HK\$2bn (over U.S.\$400m).

Following Sir Yue-kong's statement, issued through Wardley, the merchant bank, Hongkong Land announced that its rival bid to acquire 49 per cent of Wharf had lapsed, and the Committee on Takeovers said it would meet again today.

The takeover code here is voluntary, and it specifies that a 50 per cent shareholding is proof that control has been acquired. However, the committee pointed out on Monday that control could be acquired with less than half the shares since "other factors" may be taken into account.

Wardley claimed on behalf of Sir Yue-kong that the status quo was under threat from Hongkong Land's proposal and added: "It is not Sir Y. K. Pao's intention at this stage to make a general offer for the outstanding shares of Wharf."

Earlier, Wardley had announced that the 25 offer had been oversubscribed, with double the number of acceptances required.

Wardley said that payment in cash had been completed. Most acceptances came from small shareholders. A bank official declined to say whether any of the acceptances had come from Hongkong Land.

The Hongkong Land admission of defeat said that its offer had been made subject to certain conditions, one of which was that no other offer was made.

World International, the company through which he made his bid, was down 17.5 cents at HK\$4.075, while Hongkong Land was unchanged at HK\$12.80. Wharf remained suspended.

### Kyoto Ceramic doubles profit

BY OUR FINANCIAL STAFF

KYOTO CERAMIC COMPANY, the Japanese manufacturer of ceramic products for the electronics industry, more than doubled its consolidated net profits in the year to March 31, to ¥14.49bn (\$86.8m), from ¥7.11bn in the previous year. Per share profit was ¥201.31, against ¥106.57.

Sales increased by 92.2 per cent to ¥114.16bn (\$526m), with the number of subsidiaries in-

cluded in the results having risen to 14, from eight in the previous year.

Kyoto Ceramic attributed the sharp improvement in the results partly to a steep increase in earnings at its U.S. subsidiary, Kyocera International, arising mainly from sales of integrated circuit (IC) packages.

The performance was aided by the addition of Cybernet Inc

of Japan and its affiliates, taken over by the company last year. These manufacture electronic devices, and their consolidated sales last year amounted to ¥11.91bn, accounting for 10.4 per cent of Kyoto Ceramic's overall consolidated sales.

The company expects net income on a consolidated basis in the year ending March next to rise to ¥17.10bn on sales of ¥150bn.

### Philippines loan plan confirmed

BY LEO P. GONZAGA IN MANILA

THE PHILIPPINES Central Bank has confirmed that it is to return to the international capital markets for a further \$100m as part of its 1980 foreign borrowing programme.

Mr. Gabriel Singson, the senior deputy governor at the bank, said the decision reflected the recent downward trend in foreign interest rates and a consequent increase in demand for

loans among domestic users of the funds raised under the bank's programme.

Under last year's programme a syndicated loan of \$500m was organised, but in February this year a similar sized credit was abandoned in favour of a \$200m club deal because of rising interest rates.

The \$200m 10-year credit included a 1-point spread over the London interbank offered rate, a half per cent commitment fee and a 1 per cent participatory fee and Mr. Singson is confident of winning the same terms, except for maturity, on the current \$100m proposal.

He said that at least seven banks, one of them Arab, had offered to participate in the latest credit. He pointed out that 10-year money was not now readily available.

### No obligation to observe listing rules, says court

BY JAMES FORTH IN SYDNEY

THE New South Wales Supreme Court has found that listed companies are under no obligation to comply with the listing requirements of Australian stock exchanges. This follows a decision in April in the Victorian Supreme Court that the listing requirements did not apply to unlisted companies, even where their actions affected listed companies.

The decision came from one of the legal battles which have arisen out of the struggle for control of the NSW coal group, White Industries.

Design Build Australia, a company associated with Mr. G. R. White, the chairman of White, took legal action against Endeavour Resources, a member of the Bond group of companies, which claims to hold 43.5 per cent of White's capital and is seeking control with a partial takeover bid. It obtained injunctions in the NSW Supreme Court preventing Endeavour from dealing in or registering shares, and restraining Sydney Stock Exchange from listing the shares. Design Build claimed there had been breaches of the exchange listing requirements

on takeovers, relating to acting in concert. Endeavour sought the removal of the injunctions on the grounds that companies which have their shares listed on an exchange have no obligation to comply with the listing requirements.

Mr. Justice Powell ruled this week in the Equity court, a division of the NSW Supreme Court, that the Securities Industry Act contained no obligation to comply. For there to be an obligation to comply it would need to be imposed in the application forms for listing, but it was not. Mr. Justice Powell dissolved the injunctions but ordered a stay until Friday to allow for any appeal.

The ruling throws doubt on the right to suspend trading or delist shares, which would be a powerful deterrent in many cases. Moreover, the proposed new National Securities Industry Act which is scheduled to be adopted by all states later this year contains a section which specifically states that if a company's shares are listed on an exchange, then the company is under an obligation to comply with the listing requirements.

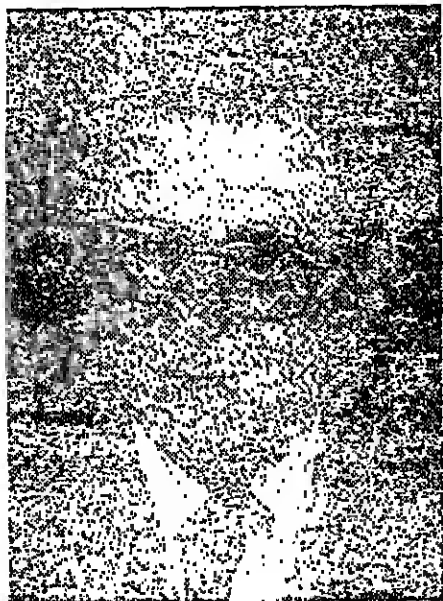
## SOUTH KOREA

### Country Risk Report

FROST & SULLIVAN has completed a report which forecasts and analyzes the political conditions in South Korea through 1985. The report discusses the threat of business losses from regime change, political turmoil, expropriation and repatriation restrictions. FROST & SULLIVAN publishes political risk reports on 60 countries based on the independent judgement of political analysts, businessmen and government officials around the world.

Price: South Korea \$250. We will bill you. Money back guarantee. For free descriptive literature, contact:

**FROST & SULLIVAN, LTD.**  
104-112 Marylebone Lane  
London W1M 5FU  
01-486-8377/9



The following is an abridged version of the address by Mr. D. A. Eshredge, President of the Chamber of Mines of South Africa, at the 90th Annual General Meeting of the Chamber in Johannesburg on 24th June, 1980:

The value of South African mineral sales, including gold, increased by 42.1 per cent in 1979 to total R9768 million, while mineral exports increased by 45.5 per cent to total R8503 million.

The mining industry's share, including processed minerals, of total South African exports rose from about 68 per cent in 1978 to approximately 73 per cent last year, reflecting the fact of the resurgence of mining as the dominant factor in the national economy.

While some minerals performed more spectacularly than others, sales of practically all our minerals increased appreciably in value last year and some, notably coal, iron ore and manganese, increased in volume as well. The individual roll-call is impressive, with the value of gold sales up 49.2 per cent, silver 133.2 per cent, diamonds 22.8 per cent, antimony concentrates 98.8 per cent, coal 30.8 per cent, copper 40 per cent, fluorspar 29.6 per cent, iron ore 33.7 per cent, manganese 52.1 per cent and a range of other minerals, including uranium and platinum, up 38.9 per cent.

#### COAL

World demand for coal increased sooner than most projections had indicated, due, among other things, to the unexpected speed at which some countries were able to convert from oil to coal for part of their energy needs.

Two new coal mines were opened in the course of the year. Contracts which will lead to the development of a further three mines to supply new power stations were awarded by the Electricity Supply Commission. In addition two mining groups announced that they were examining the possibility of producing liquid fuel from coal.

#### URANIUM

The production of uranium oxide continued to rise substantially during 1979 as members of the Nuclear Fuels Corporation, the Chamber's uranium marketing organization, increased their combined output of uranium oxide by approximately 1 000 tonnes to 5540 tonnes. This is 22 per cent above production in the previous year.

In the past year we have seen a continued decline in the world demand for uranium with a resulting weakening of the price. It is impossible to forecast how long this position will continue. Nevertheless, in company with many others who are concerned with securing the world's future energy needs, we continue to place our confidence in nuclear power as an expanding source of energy. I have no doubt that the steps which the industry has taken to expand production and to maintain our position as one of the world's major suppliers of uranium will in due course be fully justified. Meanwhile the industry—consisting for the most part of by-product producers—is better placed than most to withstand the present weak state of the uranium market.

#### THE GOLD MARKET

The substantial increase in the gold price had an adverse effect on the demand for gold used in the fabrication of jewellery. Gold usage in this area declined from 1 007 tons in 1978 to 737 tons in 1979, once again reflecting a price-elastic response to the higher gold price.

In view of the importance of the demand for gold by the jewellery industry it is considered that every effort should be made to ensure that the new price levels do not lead to a further drop in quantity

of gold used in jewellery fabrication. It was decided therefore that the Chamber's gold promotion and marketing arm, the International Gold Corporation, should take steps to assist the gold jewellery industry.

Although the substantially higher gold price has affected the volume of Kruggerand sales which fell from just over 6 million coins in 1978 to just under 5 million in 1979, it is reassuring to note that the revenue earned from Kruggerand sales continues to increase, the 1979 figure at R1 330 million being R 286 million more than the 1978 total of R1 044 million.

There is no doubt that at the current gold price the reach of many people and that it is no longer able to fulfil one of its most important objectives, namely that of providing the man in the street with an easily attainable and affordable vehicle to own gold. The Chamber therefore decided, and the Government agreed, to add to the present range of three other gold coins containing, respectively, one half, one quarter and one tenth of an ounce of gold. All three will be legal tender coins with no face value and we expect them to be available towards the end of 1980.

The major growth in demand for gold in 1979 was due to increasing speculative and investment interest. The poor economic performance of the major countries and of various investment assets caused a shift of investor preference to investment in gold and other commodities as a proportion of balanced portfolios.

Uncomfortably high levels of inflation, the relative weakness of the United States dollar and economic uncertainty about the availability and price of oil together with political disturbances in several areas of the world contributed to the investor demand for gold.

A particularly important element was the growing desire of large holders of U.S. dollars to diversify a portion of their holdings into other investments. While the rapid rise in the gold price in late 1979 largely reflected this type of demand, speculative activity in mid-January 1980 reached

unprecedented heights, forcing the gold price to \$830 an ounce.

The subsequent decline in the price was encouraged by increased U.S. interest rates, the financial problems encountered by speculative operators in the gold and other precious metals markets, the increasing amount of physical metal hoarded on to the markets by profit-takers, and the growing realization that the U.S. economy was moving into a recessionary phase.

After some consolidation around \$500 the price recently showed renewed activity. I expect that the gold price will continue to be affected by the various factors I have mentioned and that consequently it will remain a barometer of the world's economic and political problems.

The past year was marked by signs that the de facto renunciation of gold is continuing. For example, the activity of central banks in the gold markets has become more pronounced as a result of the desire to transfer at least a portion of assets from U.S. dollar holdings. A growing number of central banks have effectively renounced their gold reserves by revaluing them at market related prices and gold is increasingly being used as collateral for international loans. Furthermore gold sales, of which the United States gold auctions are the major example, have been arranged for balance of payments purposes or to support currencies; and national gold reserves have been used for the minting of official gold coins, as in the case of Canada.

The renunciation of gold is further illustrated by the fact that the gold reserves held by central banks and official monetary institutions now exceed in value one official foreign exchange reserve held by these bodies. Gold has clearly reassumed its role as the most important international reserve asset. Some indication of the future role for gold within the international monetary system has been provided by the use of the pooled gold reserves in the European Monetary System and by the suggestions that gold be used in the proposed I.M.F. substitution account.

The problems of the mining industry cannot be overstated. Between the fourth quarter of last year and the end of the first quarter of this year the shortage of all categories of skilled personnel among the Chamber's member mines increased from about 1 000 to about 1 600. This shortfall is nearly equivalent to the entire complement of skilled personnel required to man two medium-sized gold mines employing perhaps 20 000 people.

#### LABOUR

It is now generally acknowledged that South Africa's capacity for economic expansion and growth is limited by a major physical constraint, namely the acute shortage of skilled and professional manpower. The tragedy is that this situation is found in a country with immense manpower reserves.

The problems of the mining industry cannot be overstated. Between the fourth quarter of last year and the end of the first quarter of this year the shortage of all categories of skilled personnel among the Chamber's member mines increased from about 1 000 to about 1 600. This shortfall is nearly equivalent to the entire complement of skilled personnel required to man two medium-sized gold mines employing perhaps 20 000 people.

The average number of all employees on gold and coal mines, members of the Chamber, increased from 497 000 in 1977 to 514 000 in 1978 and to 527 000 in 1979, reflecting the increased activity in

mining. This trend in employment will continue as new mining projects, some already announced and others still being evaluated, reach the development stage.

The enhanced ability of the industry to offer employment in a sub-continent where population growth is fast outstripping the provision of job opportunities is clearly of enormous importance, especially to those countries and territories in the region which have little employment potential outside of subsistence agriculture.

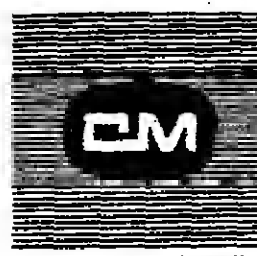
#### THE OUTLOOK

South Africa is experiencing an export-led boom with mining playing the predominant role. There has also been a return of business confidence inspired to a large extent by hope of a progressive abandonment of outdated political philosophies and practices. It is important to secure these twin bases of the present economic revival.

It is vital firstly to maintain a vigilant watch on cost increases. Secondly, South Africa must reinforce the image it has established as a reliable supplier of minerals.

Finally, the State must create a framework to assist future mining development if the industry is to continue to maintain its position in world markets and ensure that the economy progresses at a rate which will permit the aspirations of all sectors of the population to be satisfied. This calls for the creation of conditions that will attract substantial capital investment and in particular an educational system that will produce the human skills required to carry out the new projects.

The full text of this address may be obtained from the General Manager, Chamber of Mines of South Africa, 5 Holland Street, Johannesburg, 2001.





Companies  
and Markets

## CURRENCIES, MONEY and GOLD

## Dollar steady

The dollar improved slightly in very quiet foreign exchange trading, showing a little reaction to the U.S. consumer price index for May. It rose to DM 1.7690 from DM 1.7670 to DM 1.7690, and to Sfr 1.6375 from Sfr 1.6365 in terms of the Swiss franc.

The dollar's trade-weighted index, on Bank of England figures, rose to 83.4 from 83.3.

Sterling's index fell to 73.7 from 73.8, after opening at 73.8, and easing to 73.7 at noon. The pound, declined on continued fears of a cut in Bank of England Lending Rate. It opened at £2.3355-2.3375, and touched £2.3375-2.3385, falling to £2.3335-2.3345, before closing at £2.3355-2.3365, a fall of 60 points on the day.

**D-MARK** — Slightly weaker within the European Monetary System recently, but showing firmer tendency against the dollar following a sharp narrowing of Euro-currency interest rate differentials. The D-mark eased against the French franc, but improved slightly against most other members of the EMS.

The French franc rose to DM 43.09 per 100 francs from DM 43.07, and the krone to DM 32.25 per 100 kroner from DM 32.23. The Belgian franc was unchanged at DM 6.349 per 100 francs, while the Dutch guilder eased to DM 91.26, and the Italian lira to DM 2.113 per 1,000 from DM 2.115. The dollar rose to DM 1.7690 from DM 1.7670, and there was no intervention by the Bundesbank at the close.

**ITALIAN LIRA** — Weakest member of EMS after rising to the top of the system in February, and remaining firm for most of last year. The lira was generally weak at the Milan fixing, losing

ground to the French franc, D-mark, Danish krone, and Irish punt. It was little changed against sterling at £1.95520 compared with £1.95525, but the dollar improved to £1.95705 from £1.9565.

**DUTCH GUILDER** — Very firm near the top of EMS, despite recent cut in the Dutch central bank discount rate. The guilder showed mixed changes at the Amsterdam fixing. The French franc rose slightly to Dfl 47.18, while the D-mark eased to Dfl 1.9565 from Dfl 1.9563. The dollar improved to Dfl 1.95705 from Dfl 1.9565, but sterling fell to Dfl 4.5240 from Dfl 4.5310.

**DANISH KRONE** — Steadier within the EMS recently following two devaluations in 1979. The krone lost ground against most major currencies at the Copenhagen fixing, and was generally hiked against EMS members. The French franc rose to Dkr 1.3381 from Dkr 1.3374, while the D-mark eased to Dkr 3.1034 from Dkr 3.1054. The Belgian franc was unchanged at Dkr 1.941, and the Dutch guilder at Dkr 2.8340. Outside the EMS, the dollar was fixed at Dkr 5.3030, compared with Dkr 5.4820, and sterling at Dkr 12.8420 against Dkr 12.8340.

**JAPANESE YEN** — Energy and balance of payments problems reflected in sharp decline last year. More recently lower U.S. interest rates have helped the yen recover. The yen eased slightly against the dollar, after the sharp gain on Monday following the Liberal Democratic Party's election victory. The dollar improved to ¥116.875 from ¥116.40, after touching a peak of ¥116.90. Hopes of encouraging figures on U.S. consumer prices and trade this week helped the dollar to moderate Tokyo trading.

## EMS EUROPEAN CURRENCY UNIT RATES

Currency	ECU	Change	% change	Change	% change
Belgian Franc	39.7897	40.2561	+1.17	+0.29	+1.53
Danish Krone	7.2236	7.8059	+1.08	+0.28	+1.84
German O-Mark	2.4098	2.5356	+0.52	+0.21	+0.83
French Franc	5.8700	5.8473	-0.09	-0.07	-1.36
Dutch Guilder	2.7436	2.7578	+0.51	+0.27	+1.31
Irish Punt	0.6765	0.6806	+0.34	+0.06	+0.88
Italian Lira	119.779	119.82	+2.85	+2.58	+2.08

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

## EXCHANGE CROSS RATES

June 24	Pound Sterling	U.S. Dollar	Deutsche Mark	Japanese Yen	French Franc	Swiss Franc	Dutch Guilder	Italian Lira	Canada Dollar	Belgian Franc
Pound Sterling	1	2.336	4.133	506.0	9.595	3.825	4.530	1656	3.686	66.08
U.S. Dollar	0.428	1	1.769	916.6	4.107	1.637	1.930	857.3	1.150	28.29
Deutsche Mark	0.242	0.565	1	122.4	2.332	0.926	1.096	475.3	0.650	15.99
Japanese Yen	1.976	4.617	8.167	1000	18.98	7.559	8.953	386.6	5.208	120.6
French Franc	0.1042	0.243	0.4307	627.4	10	3.986	4.721	2039	2.709	65.87
Swiss Franc	0.261	0.611	1.090	123.3	2.508	1	1.184	511.4	0.702	17.28
Dutch Guilder	0.221	0.516	0.912	111.7	2.118	0.944	1	431.8	0.593	14.59
Italian Lira	0.511	1.194	2.113	258.7	4.905	1.956	2.516	1000	1.373	33.78
Canada Dollar	0.372	0.870	1.559	188.4	3.572	1.494	1.687	729.2	1	24.60
Belgian Franc	1.513	3.535	6.254	765.7	14.63	6.788	6.955	2950	4.065	100

## FT LONDON INTERBANK FIXING (11.00 a.m. JUNE 24)

3 month U.S. dollars	6 month U.S. dollars
bid 9 5/8 offer 9 7/16	bid 9 5/16 offer 9 7/16

The fixing rates are the arithmetic means, rounded to the nearest one-sixteenth, of the bid and offered rates for \$100 quoted by the market to five reference banks at 11 am each working day. The banks are National Westminster Bank, Bank of Tokyo, Deutsche Bank, Banque Paribas de Paris, and Citicorp.

## EURO-CURRENCY INTEREST RATES (Market Closing Rates)

June 24	Sterling	U.S. Dollar	Canadian Dollar	Dutch Guilder	Swiss Franc	West German Mark	French Franc	Italian Lira	Asian \$	Japanese Yen
Short term	18 1/2-19 1/2	9 1/4-9 1/2	12 1/2-14 1/2	10 1/2-10 3/4	1 1/4	5 1/2-5 3/4	12 1/2-12 3/4	18-20	9 1/2-9 3/4	14 1/2-15 1/2
7 days notice	17 1/2-18 1/2	8 1/4-8 1/2	12 1/2-14 1/2	10 1/2-10 3/4	5 1/2	5 1/2-5 3/4	12 1/2-12 3/4	21-24	12 1/2-12 3/4	15 1/2-16 1/2
Month	17 1/2-18 1/2	8 1/4-8 1/2	12 1/2-14 1/2	10 1/2-10 3/4	5 1/2	5 1/2-5 3/4	12 1/2-12 3/4	20-21 1/2	9 1/2-9 3/4	15 1/2-16 1/2
Three months	16 1/2-17 1/2	8 1/4-8 1/2	11 1/2-12 1/2	10 1/2-10 3/4	5 1/2	5 1/2-5 3/4	12 1/2-12 3/4	19 1/2-20 1/2	9 1/2-9 3/4	11 1/2-12 1/2
Six months	15 1/2-16 1/2	8 1/4-8 1/2	10 1/2-11 1/2	10 1/2-10 3/4	5 1/2	5 1/2-5 3/4	12 1/2-12 3/4	18-19	9 1/2-9 3/4	10 1/2-11 1/2
One Year	14 1/2-15 1/2	8 1/4-8 1/2	10 1/2-11 1/2	10 1/2-10 3/4	5 1/2	5 1/2-5 3/4	12 1/2-12 3/4	18-19	9 1/2-9 3/4	9 1/2-10 1/2

Long-term Eurodollar two years 10 1/2-11 1/2 per cent, three years 10 1/2-11 1/2 per cent, four years 10 1/2-11 1/2 per cent, five years 10 1/2-11 1/2 per cent, six months 9 1/2-10 1/2 per cent, one year 8 1/2-9 1/2 per cent. Short-term rates are call for sterling, U.S. dollars, Canadian dollars and Japanese yen; others two days' notice. Asian rates are 2 1/2-3 1/2 per cent in Singapore. The following nominal rates were quoted for London dollar certificates of deposit: one-month 8 1/2-8 3/4 per cent, three-months 8 1/2-8 3/4 per cent, six-months 8 1/2-8 3/4 per cent, one year 8 1/2-8 3/4 per cent.

## INTERNATIONAL MONEY MARKET

## Rates fall again

Interest rates continued to show a softer tendency after last Friday's cut in the official bank rate to 9 1/2 per cent on Monday, while period rates were unchanged. French inflation was unchanged, but after figures released yesterday for May, which showed a rise of 0.9 per cent in the retail prices index, compared with 1.2 per cent in April. This makes an annual rate of 13.68 per cent against 13.9 per cent.

In Frankfurt interbank money rates again showed little movement. Call money was slightly firmer, 9.85-10.10 per cent, against 9.80-10.00 per cent, with little change to the longer periods. West German money supply figures for May showed a sharp increase of DM 40n after a fall in May money supply in April of DM 30n.

In Amsterdam the Dutch Finance Ministry accepted bids of F1317.2n for an issue of six-month Treasury bills, discount rate of 10 per cent. This gives a yield of 10.57 per cent, with payment due tomorrow. In the interbank market call money eased to 10 1/2 per cent from 10 1/4 per cent, and six-month money was lower at 10 1/2 per cent against 10 1/4 per cent on Monday.

## MONEY RATES

NEW YORK		June 24 1980	sterling Certificate of deposit	interbank
Prime Rate .....	11 1/2-12			
Fed. Funds .....	8 1/2-9 1/2			
Treasury Bills (13-week) .....	7 1/4			
Treasury Bills (26-week) .....	7 1/8			
Over night .....				16 1/2-80

GERMANY			
Overnight Rate	7.5	17% - 17%	17% - 17%
Overnight Rate	10.025	Two months	17% - 17%
One month	9.975	Three months	17% - 17%
Three months	9.875	Six months	15% - 15%
Six months	9.225	Nine months	14% - 14%

FRANCE		One year.....	14-15%	14% - 14%
		Two years.....		
Discount Rate .....	9.5	Local authority and finance houses		
Overnight Rate .....	12.375	rate normally three years 13%-13% per		
One month .....	12.4375	table are buying rates for prime paper		
Three months .....	12.4375	15% per cent.		
Six months .....	12.0625			

<b>JAPAN</b>		Approximate selling rate for one month 15 1/2 per cent. Approximate three-month 16 1/2 per cent. Approximate Finance Houses' Rate Rates (public) Cling Bank Order Rates for sums Treasury Bills: Average
Discount Rate .....	9.0	
Call (Unconditional)	12.625	
Bids Discount (three-month)	—	

## GOLD

## Late rise

Gold rose \$8 to close at \$603.60 on late demand in the London bullion market yesterday. Trading was very quiet for most of the day, with the metal opening at \$599.60, and the remaining trading levelled off until the New York market began. It was fixed at \$599.75 in the morning, and \$603.00 in the afternoon.

In Paris the 121 kilo gold bar was fixed at Ffr 79.550 per kilo (\$601.87 per ounce) in the afternoon, compared with Ffr 79.550 (\$602.90) in the morning, and Ffr 79.250 (\$601.08) Monday afternoon.

In Frankfurt the 121 kilo bar was fixed at DM 34.20 per kilo (\$602.07 per ounce), compared with DM 33.940 (\$598.02) previously, and fixed at \$602.605 against \$599.398.

In Zurich gold closed at \$603.60, compared with \$599.593 on Monday.

June 24 Gold Bullion three ounce: Close \$603.60, Opening \$599.60, Morning fixing \$599.75, Afternoon fixing \$603.00.

June 23 Gold Bullion three ounce: Close \$599.59, Opening \$599.59, Morning fixing \$599.59, Afternoon fixing \$599.59.

Gold Coins: Kruggerand \$602.1-602.1, Maplet \$602.1-602.1, New Sovereigns \$153.154, King George \$176.178, Victoria \$176.178, 50 pesos Mexico \$743.747, 100 C. Austria \$990.998, 120 Eagles \$702.705, 50 Eagles \$351.351.

In the interbank market, overnight loans opened at 17 1/2 per cent and eased in stages down to 16 1/2 per cent before closing back at 17 1/2 per cent in the afternoon. Late balances were commanded up to 20 per cent.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

hanks brought forward balances some way above target.

Discount houses were paying around 16 1/2 per cent for secured call loans for much of the morning, with some later balances possibly taken as low as 15 per cent.

## Charter Consolidated Limited

## FINAL DIVIDEND AND CONSOLIDATED PROFIT STATEMENT FOR YEAR TO 31 MARCH 1980

As foreshadowed in the scheme of arrangement document of 22 October 1979, the board of directors has today resolved to recommend to the annual general meeting of members to be held on 7 August 1980 a final dividend of 5p per share in respect of the year ended 31 March 1980 (1979: 5p per share), payable to shareholders registered in the books of the company at the close of business on 11 July 1980 and to persons presenting coupon no. 31 detached from share warrants to bearer. With the interim and special dividends of 5p and 0.33p per share respectively paid on 3 January 1980, the total dividend for the year and associated tax credit will be 11.92837p (1979: 12.51493p) per share. Dividend warrants will be posted on or about 5 August 1980.

The following unaudited results of the company and its subsidiaries for the year to 31 March 1980 are issued for information in advance of the annual report and accounts which will be posted to members on or about 10 July 1980.

## CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 1980

	1980	1979
Operating profit of industrial subsidiaries	£800	£800
Income from investments	19,790	20,887
Income from investments	18,422	19,517
Retained profits (losses) of associated companies	13,463	(36)
Surplus on realisation of investments	5,758	11,890
	57,483	52,338
Deduct:		
Administration and technical expenditure	3,601	3,771
Prospecting expenditure	699	1,079
Interest payable less receivable	784	2,541
	5,084	7,391
Profit before taxation	52,399	44,947
Taxation	20,752	17,963
Profit after taxation and before extraordinary items	31,647	26,984
Deduct:		
Minority interests	3,659	3,591
Profit attributable to Charter	27,988	23,393
Earnings per share 25-p (1979: 21-93p)	8.760	9.043
Dividends of 8.35p per share (1979: 8.625p per share)	8.760	9.043
Profit for the year retained before extraordinary items	19,178	13,948
Extraordinary items (1979 deficit)	54,551	(5,682)
Retained profit transferred to reserves	73,729	8,266

## Notes:

- The scheme of arrangement and the capital reduction under which shareholders received one Minerals and Resources Corporation Limited (Minorco) share for every four Charter shares, became effective during the financial year. The results are therefore not comparable with those of the previous year.
- Associated Companies: Included in Charter's share of the retained profits (losses) of associated companies before tax were (i) £5.9m, representing the second half-year's earnings in respect of the 28 per cent shareholding in Johnson Matthey Limited acquired under the restructuring scheme. (ii) £5.4m, in respect of Minorco and £1.8m, in respect of Anglo American Corporation of Canada Limited, being the appropriate share of the profits of these companies until they ceased to be associated companies through the reduction of Charter's percentage interest in their share capitals. (iii) £4.6m, being Charter's share of the operating loss of Cleveland Potash Limited for the nine months to 30 September from which time Charter ceased to have further funding obligations.
- Extraordinary Items: The net credit on Extraordinary Items to be transferred to reserves comprises (i) Surplus on disposal of investments under scheme of arrangement £54.2m. (ii) Cleveland Potash: Provision against maximum liability for share of costs in the event of closure (£4.5m.) Provision against investment (£0.7m.) Tax relief £6.8m. £1.6m. (iii) Other items including currency adjustments due to exchange rate movements (£1.2m.) £54.6m.

Registrars:  
Charter Consolidated Services Limited,  
P.O. Box 102, Charter House,  
Park Street, Ashford,  
Kent TN24 8EQ.

By order of the Board  
CHARTER CONSOLIDATED LIMITED  
D. S. Booth  
Secretary  
Registered Office:  
40 Holborn Viaduct,  
London EC1A 1AJ.

24 June 1980

## TRADING IN COMMODITIES

## Clear, Simple and Worthwhile Advice.

Written by experts in the different areas of commodity trading, this book is the definitive introduction for investors and businessmen. It has been welcomed by those working in commodities and also contains valuable information for students of commerce, economics and investment.

- The book explores the risks and returns offered by investment in commodities, the workings of the various markets and the basic trading techniques.
- A concise explanation is given of the London markets, with information on the soft commodities, such as sugar, coffee and grains, and on others such as rubber, metals and bullion. Specific suggestions are given on how to trade effectively in these markets.
- Practical advice is given to investors and businessmen about what strategies to use, where to obtain relevant information and help and how to forecast prices.

The text for this new edition has been completely revised to take account of the latest developments in the commodity markets and to include recent statistics and details of new contracts. Combining up-to-date information and sound advice TRADING IN COMMODITIES is an essential buy. Order your copy today.

ORDER FORM — To: Book Sales Department, Financial Times Business Publishing Ltd, Minster House, Arthur Street, London EC4A 3AX. Telephone 01-623 1211. Telex 8814734 BUSPUB G.

Please send me ..... copy/copies of TRADING IN COMMODITIES at £4.25 each.

I enclose cheque value £..... made payable to FT Business Publishing (BPF).

Mr/Ms/Miss (BLOCK CAPITALS) ..... Position .....

Company ..... Address .....

Signed ..... Date .....

Registered Office: Bracken House, 12 Cannon Street, London EC4A 3DF.

Registered Number: 905696



## Companies and Markets

## INTL. COMPANIES &amp; FINANCE

All of these securities have been sold outside the United States of America.  
This announcement appears as a matter of record only.



## Baker World Trade, Inc.

### US\$5,000,000

10% Convertible Subordinated Notes  
Due June 9, 1986

arranged by  
**Rowe & Pitman Inc.**

San Francisco

London

Boston

June 1980

## Sumitomo Life opens UK office

By Charles Smith in Tokyo

SUMITOMO Mutual Life Insurance opened this week a representative office in London to watch over its fast-growing European investment portfolio. It is Sumitomo's second outside Japan. No other Japanese life insurer has yet opened such a London office.

Sumitomo is known as one of the most active overseas investors among Japanese life insurance companies. The company's overseas assets were worth ¥168.5bn (\$780m) last year compared with only ¥13bn two years earlier.

Life insurance companies began investing overseas in 1977 after facing a decline in demand for their long-term funds from Japanese corporate borrowers because of Japan's long post-oil crisis recession. Investments accelerated in 1978 and 1979 as interest rate differentials made overseas assets increasingly attractive.

## AUSTRALIAN MERCHANT BANKING

## HK Shanghai regrouping

BY JAMES FORTH IN SYDNEY

THE Hongkong and Shanghai Banking Corporation is reorganising its Australian interests to create one of the 10 largest merchant banks in the country. This will be achieved through the merger of Wardley Australia with Intermarine Australia. Wardley Australia is owned by the Hong Kong merchant bank, Wardley, which itself is a subsidiary of Hongkong and Shanghai. Intermarine is 75 per cent owned by the

Marine Midland Bank of the U.S., itself linked with the Hongkong Bank, and 25 per cent by the Tokai Bank of Japan. The merger follows on from Hong Kong and Shanghai's protracted move to obtain a controlling interest and will soon increase it to 51 per cent. The local merger will be achieved by Wardley acquiring Intermarine. Marine Midland will then acquire a 20 per cent stake in Wardley Australia and Tokai will own 13 per cent, with Hongkong and Shanghai beneficially owning the remaining 67 per cent through Wardley Limited.

Wardley Australia will have a capital base of about A\$20m (U.S.\$23.3m) and total assets of more than A\$185m which would make it one of the largest merchant banks in Australia.

The merged company intends to operate as a fully fledged merchant bank, offering a full range of services.

## National Rayon trebles earnings

By R. C. Murthy in Bombay

NATIONAL RAYON Corporation trebled its pretax profits to Rs 73.4m (\$9.3m) last year and is poised for further rapid growth with expansion and diversification under way. National Rayon ran into difficulty in 1975 and was nursed back to health by government-appointed managers.

After losses in 1976 and 1977 the company returned to the black in 1978 with pre-tax profits of Rs 25.4m. No tax provision was made last year since the company could offset losses in earlier years against profits. The dividend was stepped up from 10 per cent in 1978 to 25 per cent for 1979 and Rs 57.6m was allocated to reserves.

The spurt in profits resulted from improved profit margins and higher sales which rose by 23.26 per cent from Rs 561.2m to Rs 719.5m. All three divisions rayon, nylon, and chemicals—contributed to the recovery.

The first phase of modernisation involving the installation of a double effect vaporator system for the rayon plant is complete. When the monomer recovery plant is commissioned at the end of this year, the 275 tonnes of monomer a year going to waste will be recovered improving NRC's profits by about Rs 10m.

The second phase will expand nylon yarn and fabric capacity from 3,300 tonnes to 5,000 tonnes per year. Diversification plans include the establishment of a fungicides plant and an industrial preservatives project.

To finance the expansion, NRC proposes to increase its authorised capital to Rs 250m from Rs 75m. Once this is done, it hopes to secure term loans for meeting the cost of expansion.

## Strong demand for Telecom loan

BY OUR SYDNEY CORRESPONDENT

TELECOM AUSTRALIA yesterday closed a A\$85m (equivalent to U.S.\$89.3m) public loan only six days after it opened for subscription. It is the fifth successive semi-Government borrowing to close well within the normal three-week loan period. There has been a surge in public demand for semi-government paper, which is currently offering interest rates higher than most alternative investments. As an added bonus, semi-government securities are government guaranteed.

Institutions had already agreed to take more than A\$15m, but their share has been reduced to this level to cater for the public appetite. The semi-authorities have a heavy borrowing programme, of about

A\$2.5bn in 1980-81, largely to provide infrastructure for the large resource developments on the drawing boards.

The first round of borrowing by the semi-authorities totals between A\$300m and A\$350m. The unsatisfied demand for Telecom virtually ensures that other authorities will have successful public loans. But the rush into semi stock is resulting in a drain of funds from other sectors, particularly the savings banks, building societies, and finance companies.

This is creating pressure for a reduction in interest rates on semi loans — the alternative being an increase in interest rates in the other sectors which the Federal and state governments, to which would be reluctant to agree.

The Loan Council, which sets official interest rates and on which the Federal and state governments are represented, is due to meet today, and will presumably consider the question of a change in the semi-government interest rates. At present, the semi-authorities are offering 12.2 per cent for 4 to 9 years and 12.3 per cent for 10 years and longer.

## Macao FRCDs offered

BY PETER MONTAGNON

BANCO DO BRASIL is to make the first issue of Floating Rate Certificates of Deposit in Macao. The \$15m worth of CDs will be issued to mark this week's opening by the bank of a branch in the Portuguese colony.

The three-year certificates bear interest at 1 per cent above six-month London interbank

rates. Issue price is par, and the certificates, with a denomination of \$250,000, are free of Macao, Brazilian and Hong Kong taxes.

The issue will be lead managed by Kuwait Pacific Finance Company in conjunction with Yamaichi International (Hong Kong) and The Bank of New South Wales.

## Haggie and ISCOR join mild wire interests

BY JIM JONES IN JOHANNESBURG

HAGGIE, the R180m (\$233m) turnover South African manufacturer of steel wire, wire ropes, and mining and engineering machinery, has merged its mild wire interests with those of the state-owned steel producer, ISCOR.

Following an internal rearrangement of assets, each company has contributed its mild wire operation to a new, equally-owned company, Consolidated Wire Industries. This follows the Government policy of shifting certain state-owned industrial activities to the private sector and will result in a company commanding some R80m of South Africa's R140m annual sales mild wire market.

Mr. Richard Savage, Haggie's managing director, expects the merger to have little effect on his company's earnings for the next couple of years, however. In 1979, Haggie reported pre-tax profits of R28.1m and earnings per share of 102.8 cents of which its mild wire interests contributed dividends equivalent to less than 3 cents per share. That contribution will however improve once the 50 per cent stake in Consolidated Wire is consolidated. More important in Haggie's management opinion is the opportunity Consolidated Wire provides to reduce the company's reliance on sales to the mining industry.

## UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1975=100); engineering orders (1975=100); retail sales volume (1975=100); retail sales value (1975=100); registered unemployment (excluding school leavers) and notified vacancies (000s). All seasonally adjusted.

	Indl. prod.	Mfg. output	Eng. order	Retail vol.	Retail value	Unemp.	Vacc.
1979							
1st qtr.	110.4	102.6	98	104.7	124.0	1.351	824
2nd qtr.	114.9	107.1	107	106.2	144.8	1.299	256
3rd qtr.	112.7	103.1	99	99.5	144.6	1.289	247
4th qtr.	112.5	103.9	105	101.7	151.5	1.286	230
Nov.	114.1	108.2	112	105.8	155.2	1.261	224
Dec.	112.0	103.7	104	101.7	153.1	1.294	219
1980							
1st qtr.	110.2	100.5	97	103.2	157.8	1.379	193
Jan.	111.5	102.3	87	103.1	156.5	1.339	207
Feb.	110.2	100.9	97	103.9	158.5	1.333	191
March	108.9	98.4	97	102.6	159.4	1.414	181
April	108.2	99.9	102.3	102.3	161.0	1.361	181
May	108.2	99.9	102.3	101.0	159.4	1.454	163
June						1.534	147

OUTPUT—By market sector, consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1975=100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Intmd. goods	Eng. output	Metal mfg.	Textile mfg.	Hous. starts
1979							
1st qtr.	105.9	99.2	127.0	98.8	98.4	100.0	12.9
2nd qtr.	108.6	102.3	133.1	102.7	110.0	103.0	21.3
3rd qtr.	105.8	98.2	122.2	98.9	105.8	100.6	21.0
4th qtr.	104.9	101.3	129.7	99.2	102.6	98.8	18.1
Nov.	107.0	103.0	132.0	101.0	105.0	98.0	19.4
Dec.	105.0	103.0	128.0	101.0	100.0	93.0	15.0
1980							
1st qtr.	103.9	101.2	124.9	99.0	98.1	91.6	12.3
Jan.	106.0	102.0	127.0	101.0	99.0	95.0	13.2
Feb.	104.0	103.0	124.0	100.0	99.0	91.0	12.2
March	102.0	99.0	124.0	99.0	95.0	89.0	12.2
April	102.0	101.0	122.0	97.0	93.0	89.0	14.9

EXTERNAL TRADE—Indices of export and import volume (1975=100); visible balance, current balance (2m); oil balance (2m); terms of trade (1975=100); exchange reserves.

	Export volume	Import volume	Visible balance	Current balance	Oil balance	Terms trade	Resv. US\$bn
1979							
1st qtr.	109.0	116.9	-1.588	-1.215	-235	107.0	16.7
2nd qtr.	135.3	128.9	-498	-31.0	-229	104.0	21.0
3rd qtr.	123.8	123.1	-483	-235	-188	106.5	23.1
4th qtr.	128.2	128.9	-745	-274	-157	103.7	18.2
Nov.	131.8	125.5	-75	-51	+27	104.1	22.4
Dec.	131.3	131.3	-252	-229	+88	102.6	22.7
1980							
1st qtr.	131.3	128.5	-723	-417	-126	100.7	24.8
Jan.	129.8	129.0	-315	-213	-76	100.9	23.7
Feb.	138.5	128.9	-232	-130	-45	100.6	25.0
March	127.7	122.7	-176	-74	-5	100.6	25.9
April	127.2	127.6	-284	-214	+44	101.8	28.0
May	130.2	121.4	-18	+32	-10	102.0	28.2

FINANCIAL—Money supply M1 and sterling M2, bank advances to sterling in the private sector (three months growth at annual rate); domestic credit expansion (2m); building societies net inflow; HP, new credit; all seasonally adjusted. Minimum lending rate (end period).

	M1 %	M2 %	Bank advances %	DCE %	BS inflow	HP lending	ML new
1979							
1st qtr.	7.6	9.3	32.6	+1,525	777	1,581	13.7
2nd qtr.	9.7	17.2	28.5	+2,707	777	1,867	14.9
3rd qtr.	15.5	10.2	13.2	+2,409	933	1,379	14.9
4th qtr.	5.1	12.6	16.2	+250	161	593	12.7
1980							
Jan.	-6.9	8.1	22.6	+738	235	688	1.9
Jan.	-6.9	8.1	22.6	+738	235	688	1.9
Feb.	-6.7	6.1	20.7	+273	199	665	1.9
March	-2.3	7.5	23.4	+705	200	641	1.9
April	-3.4	6.0	21.9	+1,122	225	676	1.9
May	4.0	11.4	21.9	+1,122	225	676	1.9

INFLATION—Indices of earnings (Jan. 1976=100); basic materials and fuels, wholesale prices of manufactured products (1975=100); retail prices and food prices (1974=100); commodity index (July 1962=100); trade weighted value sterling (Dec. 1971=100).

	Earnings	Basic matts.	Wholesale matts.	RPI	Foodst.	FT
1979						
1st qtr.	144.2	152.4	161.6	208.9	218.8	258.5
2nd qtr.	147.3	163.2	168.0	216.5	225.2	292.5
3rd qtr.	154.2	168.9	176.4	221.1	231.9	301.6
4th qtr.	161.7	183.9	181.8	237.5	237.2	295.1
Dec.	165.1	187.5	183.4	239.4	239.9	295.1
1980						
1st qtr.	163.0	197.8	191.5	248.8	247.5	284.4
Jan.	163.0	197.8	191.5	248.8	247.5	284.4
Feb.	167.3	197.5	191.5	248.8	248.7	304.2
March	172.8	200.4	194.3	252.2	251.1	294.4
April	174.8	202.4	197.0	260.8	254.1	275.2
May	200.6	199.3	202.3	265.7	255.7	288.2

\* Not seasonally adjusted.

## NEW ISSUE

All of these securities having been sold, this announcement appears as a matter of record only.

## \$200,000,000



## Halliburton Company

10.20% Sinking Fund Debentures Due June 1, 2005

Lazard Frères &amp; Co.

Lehman Brothers Kuhn Loeb

Blyth Eastman Paine Webber

The First Boston Corporation

Goldman, Sachs &amp; Co.

Merrill Lynch White Weld Capital Markets Group

Salomon Brothers

Bache Halsey Stuart Shields

Dillon, Read &amp; Co. Inc.

Donaldson, Lufkin &amp; Jenrette

Drexel Burnham Lambert

E. F. Hutton &amp; Company Inc.

Kidder, Peabody &amp; Co.

L. F. Rothschild, Unterberg, Towbin

Shearson Loeb Rhoades Inc.

Smith Barney, Harris Upham &amp; Co.

UBS Securities Inc.

Warburg Paribas Becker

Wertheim &amp; Co., Inc.

Dean Witter Reynolds Inc.

ABD Securities Corporation

Arnhold and S. Bleichroeder, Inc.

Atlantic Capital

Basle Securities Corporation

Alex. Brown &amp; Sons

F. Eberstadt &amp; Co., Inc.

A. G. Edwards &amp; Sons, Inc.

EuroPartners Securities Corporation

Robert Fleming

Kleinwort, Benson

Ladenburg, Thalmann &amp; Co. Inc.

Moseley, Hallgarten, Estabrook &amp; Weeden Inc.

New Court Securities Corporation

Oppenheimer &amp; Co., Inc.

Piper, Jaffray &amp; Hopwood

Wm. E. Pollock &amp; Co., Inc.

Stuart Brothers

Thomson McKinnon Securities Inc.

Tucker, Anthony &amp; R. L. Day, Inc.

June 1, 1980

هكذا من الأهل







## IPM MANAGEMENT BOOKS AND REPORTS

### THE ABC OF INTERVIEWING

Martin Higham  
A useful and attractive reference book designed to give help and advice on all aspects of the interviewee's art. £7.95

### EXECUTIVE REDUNDANCY

A major new information report which examines company policy and practice in the field of executive redundancy. £15.00

### RECRUITMENT ADVERTISING

Maurice Ray  
Covers every aspect of the subject and is designed for every one who initiates, authorises or places recruitment advertising. Well illustrated and with a provision of check lists and other useful information. £7.95

### MANPOWER TRAINING AND DEVELOPMENT

John Kenney, Eugene Donnelly, Margaret Reid  
An introduction to the training function, examining training policies, resources and needs and incorporating specific discussion on ways in which training can be tailored to various categories of employees from operative to management levels. £7.95

### HOW TO PREPARE YOURSELF FOR AN INDUSTRIAL TRIUNAL

John Angel  
A guide to industrial tribunals procedure intended for the layman, with full references, illustrations of procedure, examples and case studies. Will incorporate the forthcoming legislation. To be published. £5.95

### HOW TO GIVE A SPEECH

Winifred Marks  
Some may be born orators but many more have oratory thrust upon them. Written with clarity and humour, this book is a practical and immensely readable guide to speech-making. £7.95

### JOB EVALUATION: OBJECTIVES AND METHODS

George Thompson  
A major new work which provides a comprehensive and definitive guide to the what, why, where, who and how of job evaluation objectives, methods and procedures. £11.95

### HUMAN ASPECTS OF MANAGEMENT

Derek Biddle, Robin Evenden  
An examination of the relationship between the various factors of organisational life and their effects on people. The volume is to help managers and supervisors constructively analyse problems concerning people and through diagnosis apply appropriate courses of action. £7.95

### COST EFFECTIVE PERSONNEL DECISIONS

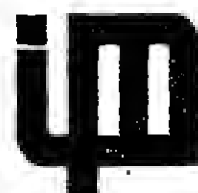
James Connon  
The purpose of this book is to introduce a subject that is of relevance to personnel and line management alike and one that is of growing importance as the costs of employing people continue to rise. £7.95

### COURSE AND CONFERENCE PLANNER

Contains summaries of all the short courses, conferences and seminars regularly organised by the Institute of Personnel Management. Free on request.

### ORDER NOW FROM:

IPM BOOKSHOP  
Institute of Personnel Management  
Central House  
Upper Woburn Place  
London WC1H 0EX  
Tel: 01-387 2844



## BETTER BUSINESS

New books for business executives

The Allied Hambro Investment Guide tells you everything you need to know about investing your money wisely and effectively. March 1980—£15.

The Business Travel Planner, edited by Tony Bush, shows you how to cut the cost of your trips abroad without cutting the comfort. July 1980—£1.95.

Capital Allowances, by John Shock, provides invaluable information on how to take maximum advantage of the capital allowances system. Ready soon—£25.

Companies Act 1980: a practical guide, by Victor Joffe, explains the important changes to company law and describes the new procedures which must be adopted. June 1980—£7.50

Pension Schemes for Controlling Directors, by Robin Ellison, has all the essential information to help you select the best possible pension plan. Ready soon—£25

Orders and enquiries to:  
**Oyez Publishing Limited**  
Department FT  
FREEPOST  
London EC4B 4EB  
Telephone 01-404 5721  
A subsidiary of the Solicitors Law Stationery Society, Limited

### BUSINESS BOOKS

24 Highgate Crescent, London, N5 1RX

### Product Innovation and Development

A E Berridge

...easy to read, very practical and wide ranging... Deals with methods of creating, collecting and evaluating new product ideas to ensure that the projects chosen have a return which amply justifies the risk.

250 pp

£8.95

### Managing the Manufacture of Complex Products

C C New

Takes a close look at the managerial problems of the coordination of the multiple activities which make up the manufacturing manager's task. Of interest to all concerned with manufacturing and production management.

400 pp

£12.00

## LAW at WORK

To be published 26th June 1980

★ Facts no trade unionist, personnel officer, employer or employee should ignore  
★ Concise easy to read style  
★ Assumes no previous knowledge of law ★ Emphasis on everyday situations in the workplace

Industrial relations legislation affects everyone connected with any kind of workplace, even more than they realise. The need for a simple, up-to-date explanation of the vital and changing world of employment law is met with this new series from Sweet & Maxwell's *Law at Work*.

### First six titles to be published June 26th 1980

SAFETY REPRESENTATIVES TRADE UNIONS  
GOING TO LAW UNION MEMBERS  
WAGES AND SALARIES EMPLOYMENT CONTRACTS

All titles in paperback, 96 pages, £1.95 each

### Forthcoming in the Autumn

TRADE DISPUTES ★ SOCIAL SECURITY ★ DECEASED HEALTH AND SAFETY ★ OCCUPATIONAL PENSIONS ★ DISMISSAL ★ SEX DISCRIMINATION ★ JOB SECURITY

Mail Orders:  
Sweet & Maxwell, 100, Brook Street, London, W1A 2LU  
Sweet & Maxwell, 100, Brook Street, London, W1A 2LU  
116, Chancery Lane, London, WC2A 1PP

**Sweet  
& Maxwell**

# BUSINESS BOOKS

## The structure that makes German managers tick

BY GEOFFREY OWEN

Managers and management in West Germany, by Peter Lawrence, Croom Helm, 210 St. John's Road, London, SW11, £12.50

The decline of the management ethic, by Michael Fores and Arndt Sorge, International Institute of Management, Wissenschaftszentrum Berlin, Platz der Luftkriege 1-3, 1000 Berlin 42

EXPLANATIONS of what is wrong with British industry tend to go in cycles. Twenty years ago some companies were criticised for being too "engineer-dominated". Now it is widely said that engineering is not valued highly enough. In the 1960s there was a vogue for professional management, leading to the establishment of graduate business schools on the American pattern.

Now there is an influential school of thought pointing to the advantages of the German industrial system, in which the concept of professional management is virtually unknown. Several writers, notably Michael Fores, have emphasised the idea of "Technik"—concern with the product and with the technical skills that go into designing, making and selling it—as the dominant influence in German industry.

This is a central theme in Peter Lawrence's book, which provides an admirably clear and thought-provoking account of what makes German managers tick. Drawing on his own investigations and on other research, Lawrence shows how a shared respect for technical knowledge and experience pervades all levels of the German manufacturing enterprise; making something well and delivering it on time is seen as the primary objective.

That the German preoccupation with production does not produce narrow-minded managers is partly because production is interpreted so broadly. Most of the technical functions, including design and sometimes research, are integrated into the production management hierarchy; production managers are often directly involved in selling. Whereas in Britain and the U.S. there is a clear distinction between line and staff line managers in Germany are themselves responsible for many staff functions. To a large extent the staff is built into the line, with the result that the authority—and job satisfaction—of the line manager is enhanced. Pure staff functions do not enjoy a high status and are not supported, as in the U.S., by a "mystique of management erudition".

The Germans do not see any incompatibility between intellectual ability and educational attainment on the one hand and getting things done at the "sharp end" of industry on the other. Partly because of the high status of production the foreman or Meister has more authority than his counterpart in Britain or the U.S. But this authority is firmly based on the skills and qualifications which he has obtained and which differentiate him from those he supervises. Because his abilities are valued by his superiors, his job may involve quality control, equipment purchase and budgeting as well as traditional functions like manning levels and work allocation.

Similarly the skilled and semi-skilled employees are well trained and encouraged to take on more responsibility—for example, to do their own marking out, job setting, preventive maintenance, minor repairs and so on. This is one of the reasons why factories in Germany have a lower proportion of maintenance workers and ancillary technical staff than in the UK. Lawrence suggests that Germans have an uncomplicated

approach to management which stems partly from the Unternehmense (entrepreneur) tradition. The respectable person was not the hired manager but the Unternehmer who was directly involved in the business and personally responsible for it. Top managers in Germany are activists, interested in the day-to-day running of the company. Corporate planning and the other "intellectual" activities that go on in the British or American head office have less appeal to the German manager. He tends to see himself as doing a particular functional job—"in design," "in production control"—rather than as a professional manager.

The "management idea," says Lawrence, "is a force for generalisation and generalisation, if one abstracts management work, analyses it, treats it as a discrete entity and assigns to it its own laws and dynamics, then all this implies some depreciation of what it is that is being managed. So the pure manager does not care whether it is motor cars or mortgages, grapefruit or fork lift trucks. But what it is that is managed does matter in the German scheme of things, because what they choose to emphasise is the product, its quality and knowledge and experience of it."

This theme is echoed by Fores and Sorge in their discussion, which argues that the American idea of professional management stems from the 19th century businessman's desire for social respectability. It was a kind of "healing, cohesive balm" where the businessman, as a "professional" just like the doctor and the lawyer, could be accepted into the ruling social group.

Later, the authors suggest, the objective facts and logic you can muster.

● Concentrate on what you do well.

● Ask questions ceaselessly about your performance, your markets, your objectives.

● Make money because, unless you do, you can't do anything else.

● Economise, not just because that's an easy way to make money, but because doing the most with the least is the name of the game.

● Flatten the company, so that authority is spread over many people, instead of being piled up at the apex of some unnecessary pyramid.

● Admit to your failings and shortcomings, because only then will you be able to improve on them.

● Share the benefits of success widely among all those who helped to achieve it.

● Tighten up the organisation whenever you get the chance—because success tends to breed slackness.

This list captures the essence of Heller's book. It combines a solid base of commonsense with a dash of Jargon, a liberal pinch of the social and economic occasional hint of a truism. It also makes up a truly atrocious acronym—IT BECAME FAST

### Echoed

There are details of more than 250 UK and overseas exhibition venues. As well as a number of features discussing different aspects of exhibition organisation, there are indexes of exhibition organisers, consultants and companies involved in stand design and construction.

Consolidated Accounts in Europe: Current Practices and the Likely Impact of the EEC Seventh Directive, by Ernest Whinney, published by Financial Times Business Information, £48.

THE SUBJECT matter has been extensively researched although no new ground is broken. However, it is comprehensive and is useful from the point of view of bringing together the detailed information of consolidated requirements in the EEC and pinpointing where major changes will be necessary in each country as a result of the Seventh Directive.

Managing Negotiations, by Gavin Kennedy, John Benson and John McMillan, Business Books, £8.95.

THIS sets out to enhance negotiating skills by presenting a framework for dealing with customers, suppliers, trades unions, and a variety of other people. Pitfalls and elementary errors are highlighted and each step in the framework is supported by examples from a wide range of negotiations in industry and commerce. A negotiator's "checklist" is included with each chapter, together with "memory joggers" for tactical planning.

The Exhibitors Handbook 1980, edited by Jean Cochran and Michael Edwards, Rogan Page, £9.75

THIS AIMS to provide intending exhibitors with all the data they need to organise an exhibition display. There is a national and international calendar of events for 1980-81, listing more than 2,000 exhibitions, and

There are nearly 2,700 references to work of some 1,700 authors, the majority of which have appeared in the 1970s.

The Large Industrial Enterprise, by H. D. Watts, Croom Helm, £19.95

DRAWING on British, European and North American material, the author argues that large firms have more in common with each other than with small firms in the same industry and that concentration of industry in large forms is increasing.

The Industrial Challenge, by Christopher Glaxton, Associated Business Press, £9.95

THIS SETS out to embrace a broad spectrum of industrial life, suggesting ways that companies can sell overseas almost as easily as in their home markets; and how they can more easily break into the EEC. It looks at the problems of winning overseas project contracts and discusses ways in which companies improve productivity and how financial resources can be made available that are suitable to current trading conditions.

The Exhibitors Handbook 1980, edited by Jean Cochran and Michael Edwards, Rogan Page, £9.75

THIS AIMS to provide intending exhibitors with all the data they need to organise an exhibition display. There is a national and international calendar of events for 1980-81, listing more than 2,000 exhibitions, and

## BOOKS OF THE MONTH

Announcements below are pre-paid advertisements. If you require entry in the forthcoming panels application should be made to The Advertising Department, The Bracken House, 10 Cannon Street, EC4A 3DF. Telephone: 01-348 8000. Ext. 7064.

### The Audit Evidence Process

David J. Hatherly

An analysis of the principles which determine the quality of evidence and an original illustration of the application of these principles to the art of internal control and its substantive testing. £7.95 (h), £3.95 (paper)

### An Introductory Guide to EEC Competition Law and Practice

Valentine Korah

A basic work book on EEC Competition Law, providing an introduction to this complicated and changing area of Law, written for the lawyer and businessman. £5.75

### The Europa Year Book 1980—A World Survey

General and statistical surveys of every country in the world, giving detailed factual information about their political, social and economic structure, plus details of all the major international organisations. Europa Publication Limited, 2 Vols, £60 (UK price)

### Labour Relations in Japan Today

Tadashi Hanami

Professor Hanami discusses those unique Japanese methods of dispute procedure with potential application in the West. A useful addition to the shelves of any student of industrial relations. The Times. John Martin Publishing, £8.95

### Dumping—A Manual on the EEC Anti-Dumping Law and Procedure

Clive Stanbrook

Essential for companies involved in dumping complaints. Includes details of Tokyo Round negotiations, latest EEC Regulations, ECSC Recommendations, schedule of past anti-dumping cases, Questionnaires and GATT Article VI. European Business Publications, £18.75 net

### Share Acquisition Schemes

A. S. Minns

A complete reference work on both the new profit sharing and other existing varieties of share acquisition schemes. For employers, professional advisers and employees who wish to manage their own investments. NFI (Publishers) Ltd, £7.50

### Tolley's Tax Cases 1980

Victor Groux, CBE, LLB

The fourth edition contains a summary of nearly 2,000 tax cases from 1920 to December 31, 1979, applicable to current legislation. Presented under subject headings with comprehensive indices and cross-references. Tolley Publishing Co. Ltd, £8.25

### Tolley's Companies Act 1980

Mary Arden and George Eccles

A practical guide to this important new legislation, containing the full text of the Act itself, tables, detailed index, useful appendices and check lists. Now available. Tolley Publishing Co. Ltd, £5.95

### Tolley's U.S./U.K. Double Tax Treaty

Arthur Andersen and Co.

Covers in depth the new Double Taxation Treaty between U.S. and U.K., effective April 1980. Each article of the Treaty is reproduced and explained, and reproduction of official forms. Tolley Publishing Co. Ltd, £8.25

### Tolley's Taxation of the Channel Islands and Isle of Man

David Harrington MA (Oxon), ACA

The 1979 edition has been revised and updated, providing a detailed guide to the taxation laws as they stand on December 31, 1979 for Guernsey, Jersey and the Isle of Man. Tolley Publishing Co. Ltd, £9.00

### Effective Writing for Accountants

J. A. Fletcher and D. F. Gowing

A practical handbook for accountants concerned with the written word as part of their professional work—in letters, reports, memoranda, agreed minutes, or minutes. Includes an extensive glossary of points of style. The Institute of Chartered Accountants in England and Wales, £5.75

### The Third Industrial Age Strategy for Business Survival

Charles Tavel

A concrete and realistic approach to the underlying business environment. The author outlines an original philosophy—that this is the age of the strategist and that the successful future development of a business enterprise is dependent upon the creativity, rather than the technical skills, of the strategist. Pergamon Press, 1980, £9.50 (hard)

### Innovation and Employment

David Foster

Small businesses are vital sources of both product innovation and new jobs. This radical new approach to reducing mass unemployment shows how a National Service could encourage small businesses to absorb unemployed talent and develop Britain's industrial base. Pergamon Press, 1980, £10.00 (hard), £5.00 (flex)

### Between the Lines of the Balance Sheet (2nd Edition)

The Plain Man's Guide to Published Accounts

Michael Greener

A valuable guide to the interpretation of published accounts for the purposes of investment decision making, efficiency assessment and other participation in management. Pergamon Press, 1980, £12.50 (hard), £5.00 (flex)

### Survey of Published Accounts 1979

The 11th Annual Survey presents a current guide to accounting requirements and an analysis of methods and examples of financial reporting used by 300 major British companies. The Institute of Chartered Accountants in England and Wales, £12.95

### Communicating for Results

John Courtis

A booklet which aims to remind you of basic principles, provide thorough exercises for you to develop your own communications skills, and direct you towards further sources for further study. The Institute of Chartered Accountants in England and Wales, £2.50

### Retirement: Can You Afford It?

John Cleminson and Terry Arthur

The practical guide to financial planning helps to lead readers through the complex maze of pension schemes, providing in advance for retirement but also explaining how pension schemes are taxed and how they work. The Institute of Chartered Accountants in England and Wales, £4.95

### Accounting Thought and Education: Sir English Pioneer

J. K. Kitchin and R. H. Packer

Concerns with the lives and careers of Sir English, F. W. Packer, E. Guthrie, L. R. Dicksee, E. C. Curthorpe and F. R. M. Paula, whose influence on the development of accounting ideas was very great and extended from the 1880s to the 1950s and beyond. The Institute of Chartered Accountants in England and Wales, £5.95

Theory of International Trade (New Cambridge Economic Handbooks) Avinash Dixit, Prof. of Economics, University of Warwick

Victor Norman, Prof. of Economics, Norwegian School of Economics and Business Administration

This book extends trade theory embracing a general rather than a special and is often best model of a good and envelope functions. This yields a compact treatment of standard theory, derives some errors and equations and produces some new departures. 356 pp, plus graphs and diagrams. James Nisbet & Co. Ltd, £16.50, paper £6.95

Acquisitions and Mergers J. G. Williams

Provides a simple guide to the planning and execution of acquisitions and mergers by reviewing the principles involved and identifying some of the problems. Most useful for management teams involved in acquisition negotiations. The Institute of Chartered Accountants in England and Wales, £2.95

Pollution Prevention Pays

Michael G. Royston

Winner of the 1977 CONOCO Award for his work on this environmental problem facing industry. A demonstration that a small investment can go hand with increased profits, using examples from industrial giants such as DOW, ICI, Shell and Oil, as well as from small industrial and agricultural projects. Pergamon Press, 1979, £10.50 (hard), £2.70 (flex)

Long-Range Planning

Bernard Taylor

The leading international journal concerned with management policy formulation. Long Range Planning is a comprehensive and reliable source of information about corporate planning theory and practice. Subscription information published bi-monthly. Pergamon Press, Annual rate (1980) £54.54 Two-year rate (1980) £102.63

Innovation and Employment

David Foster

Small businesses are vital sources of both product innovation and new jobs. This radical new approach to reducing mass unemployment shows how a National Service could encourage small businesses to absorb unemployed talent and develop Britain's industrial base. Pergamon Press, 1980, £10.00 (hard), £5.00 (flex)

Between the Lines of the Balance Sheet (2nd Edition)

The Plain Man's Guide to Published Accounts

Michael Greener

A valuable guide to the interpretation of published accounts for the purposes of investment decision making, efficiency assessment and other participation in management. Pergamon Press, 1980, £12.50 (hard), £5.00 (flex)

Survey of Published Accounts 1979

The 11th Annual Survey presents a current guide to accounting requirements and an analysis of methods and examples of financial reporting used by 300 major British companies. The Institute of Chartered Accountants in England and Wales, £12.95

Communicating for Results

John Courtis

A booklet which aims to remind you of basic principles, provide thorough exercises for you to develop your own communications skills, and direct you towards further sources for further study. The Institute of Chartered Accountants in England and Wales, £2.50

Retirement: Can You Afford It?

John Cleminson and Terry Arthur

The practical guide to financial planning helps to lead readers through the complex maze of pension schemes, providing in advance for retirement but also explaining how pension schemes are taxed and how they work. The Institute of Chartered Accountants in England and Wales, £4.95

Accounting Thought and Education: Sir English Pioneer

J. K. Kitchin and R. H. Packer

Concerns with the lives and careers of Sir English, F. W. Packer, E. Guthrie, L. R. Dicksee, E. C. Curthorpe and F. R. M. Paula, whose influence on the development of accounting ideas was very great and extended from the 1880s to the 1950s and beyond. The Institute of Chartered Accountants in England and Wales, £5.95

Theory of International Trade (New Cambridge Economic Handbooks)

Avinash Dixit, Prof. of Economics, University of Warwick

Victor Norman, Prof. of Economics, Norwegian School of Economics and Business Administration

This book extends trade theory embracing a general rather than a special and is often best model of a good and envelope functions. This yields a compact treatment of standard theory, derives some errors and equations and produces some new departures. 356 pp, plus graphs and diagrams. James Nisbet & Co. Ltd, £16.50, paper £6.95

Acquisitions and Mergers

J. G. Williams

Provides a simple guide to the planning and execution of acquisitions and mergers by reviewing the principles involved and identifying some of the problems. Most useful for management teams involved in acquisition negotiations. The Institute of Chartered Accountants in England



## BOOKS OF REFERENCE

1. **Encyclopedia of International Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international law, including public and private international law, and is a valuable resource for students and professionals alike.
2. **Encyclopedia of International Trade Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international trade law, including public and private international law, and is a valuable resource for students and professionals alike.
3. **Encyclopedia of International Tax Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international tax law, including public and private international law, and is a valuable resource for students and professionals alike.
4. **Encyclopedia of International Finance Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international finance law, including public and private international law, and is a valuable resource for students and professionals alike.
5. **Encyclopedia of International Insurance Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international insurance law, including public and private international law, and is a valuable resource for students and professionals alike.
6. **Encyclopedia of International Banking Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international banking law, including public and private international law, and is a valuable resource for students and professionals alike.
7. **Encyclopedia of International Maritime Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international maritime law, including public and private international law, and is a valuable resource for students and professionals alike.
8. **Encyclopedia of International Air Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international air law, including public and private international law, and is a valuable resource for students and professionals alike.
9. **Encyclopedia of International Space Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international space law, including public and private international law, and is a valuable resource for students and professionals alike.
10. **Encyclopedia of International Environmental Law**, by J. P. A. van Dijk, 1979, 1,000 pages, £12.50. This is a comprehensive reference work covering international environmental law, including public and private international law, and is a valuable resource for students and professionals alike.

# BUSINESS BOOKS

## Motor marriages in the 1990s

BY KENNETH GOODING.

The future of the world motor industry, by Krish Bhaskar. Kogan Page, £13.50.

THERE IS a widely-held theory that sometime in the 1990s the world will be left with but a small handful of motor manufacturers, each with a huge output of cars and trucks but producing them at various strategic points around the globe.

However, when senior executives in the industry who subscribe to this idea are invited to name the survivors, they tend to smile and evade the question. The smile is meant to suggest: "Of course my company will be one of them but diplomacy does not permit me to mention those which will founder."

That is not the case with Prof. Bhaskar, who identifies six major car manufacturers likely to dominate world car production during the 1990s: General Motors and Ford of the U.S.; a "French group"; Toyota and Nissan of Japan; and a Communist bloc grouping centred on Russia's Lada.

The "French group" would consist of Renault and Peugeot-Citroën—there can be little doubt that eventually the common French national interest will force the two com-

panies closer together—plus American Motors Corporation, Volvo of Sweden and associated companies.

The basic criterion for these major combines would be to have production capabilities spread across the world with a total annual capacity of 6m or more vehicles.

Prof. Bhaskar argues that the six between them would have an annual production capacity of some 50m-60m vehicles and this should be ample to service the world's needs during the 1990s.

There must be no natural presumption, therefore, that what are by any standards huge companies (for example Chrysler, Volkswagen and Fiat) will actually survive.

Only if GM, Ford or the French combine lost market share throughout the world would there be room for eight groups, the other two perhaps might be a merged Chrysler-Mitsubishi, U.S.-Japanese concern, and a Volkswagen-Piat combination, says Prof. Bhaskar.

Unfortunately, either through lack of space or because he could not be bothered, Prof. Bhaskar does not outline the elements which led him to these conclusions.

For example, he himself makes the point that such is the economic importance of the motor industry that government intervention in its operations will increase substantially from now on, yet he does not put forward any reasons why governments should or would stand by and let such a traumatic structural rationalisation of the industry take place.

### Tendency

Indeed, throughout the book he has the infuriating tendency to make provocative statements, apparently set off to justify them, but they leave his argument hanging uncompleted. If the reader concentrates hard enough, though, he might well find the final part of the theory several pages later.

In fact, Prof. Bhaskar's book is no easy read. His style is dry and devoid of much style or any humour. Facts and



Motor industry of the future? (Clockwise from top left): Datsun; Renault; Volvo and Peugeot/Citroën, with Volvo and American Motors; and a Communist bloc manufacturer.

figures come tumbling over one another at a hectic rate. One longs for the occasional anecdote or even the merest hint that he himself has actually talked at length with some of the industry's prominent personalities rather than just relying on a Press cutting service.

But, that said, the book is worth the money because of the wealth of detailed information it brings together in one volume. Even though some of the statistics are extremely dated (those for the USSR and the Middle East often go no further than 1975 for example) if you want to know which motor companies are doing what, where and to whom, this is the place to look.

One cannot but look kindly upon anyone who remembers that there is more to the motor industry than pas-

senger cars. Prof. Bhaskar includes the commercial vehicle side of the business even though it does not get such a thorough examination.

There is also enough in the book, ranging from matters of detail through questions of interpretation to forecasting methodology issues, to keep economists and the motor industry itself arguing for some time.

Not the least of these matters is Prof. Bhaskar's underlying assertion that "contrary to some informed opinion, there seems to be no practical limit to car demand given sufficient energy and other resources." He speaks about "several car families" in the 1990s when, he maintains, the fuel problem will have been eliminated.

By that time, he says, the mature markets of today—North America, Western Europe

and Japan—will have merged into a single, indistinguishable market in which 25m to 35m vehicles will be sold annually during the 1990s. Japan, likely to overtake the U.S. as the number-one manufacturer this year, will drop back again because ultimately it will experience the same difficulties which confront America and Europe.

The mature markets and the three main areas with developing motor industries—the Communist bloc, the Middle East and South America—get most of Prof. Bhaskar's attention.

But he spares a chapter for the "infant" markets, such as Africa and Asia, which, as he points out, will eventually have an annual demand equivalent to approaching that of the current (and future) North American or Western European markets.

## Product liabilities

BY A. H. HERMANN

**Product Liability and Safety** Encyclopaedia Series Issue 1, by C. J. Miller, Butterworth, loose-leaf, £21 alone, £49 complete work.

**Product Liability**, by M. Dewis and D. C. Hutchins and P. Madge, Heinemann, pp 288, £11.50.

**International Insolvency and Bankruptcy**, by J. H. Dalhuisen, Mathew Bender, New York, two loose-leaf volumes, pp 781, US\$200. The International Arbitral Proceedings, Public and Private, by J. G. Wetter, Oceana, 5 volumes.

**New Encyclopaedia of Employment Law and Practice**, Editor Frank Walton, Centurion Publications, loose-leaf, £27.50 plus £14.50 annually for updating service.

**Banking Act 1979**, by Morison, Tillet, and Rutch, Butterworth, £18, pp 205.

**Aviation Insurance**, by R. D. Margo, Butterworth, 1980, £40, pp 356.

**Doing Business in Spain**, by I. S. Blackshaw, Oyez Publishing, 1980, £19.50, pp 198.

conscience parts. The main ground covered is the UK with references to EEC and the U.S., including the U.S. Draft Uniform Law on Product Liability, which is largely, but wrongly, ignored in European discussions of the subject. It should be noted, however, that the draft Anglo-American judgments Convention, discussed in the book, has since been definitely shelved.

Two other big loose-leaf volumes published recently in the U.S. present the result of the latest research, concluded in November 1979, into the field of international enforcement of monetary claims through judgments, creditors remedies, bankruptcies, and other insolvency proceedings. In the first volume of 414 pages, J. H. Dalhuisen provides an analytical survey of the law, from the basic principles developed by Roman jurists to the latest EEC thoughts on the subject. The second volume contains all the relevant international conventions. An international lawyer will find in the book much that is applicable also in other branches of law.

### Arbitration

Still in the heavy league, there is the impressive five-volume work of J. Gillis Wetter, the eminent Swedish lawyer, on the international arbitral process. It ranges from disputes between commodity dealers, and deals with principles, rules, practice and institutions, both analytically and by reproducing documents. The 1979 Arbitration Act made London more attractive for arbitration of international industrial disputes and Dr. Wetter's work will be of great interest to company lawyers and arbitrators.

Another loose-leaf encyclopaedia claims to enable the smaller businessman to find his way in the employment field without the help of a lawyer. Certain parts will be helpful in this way and there is quite a lot of practical advice to problems neatly arranged under an A-Z thumb index. But when it comes to the nicer (which means the

more obscure) points of the law, the encyclopaedia slips into legal language and those parts will probably be more useful to lawyers than to managers. Its usefulness here will be in guiding a non-specialist lawyer through the intricacies of employment law. There are three updating service issues per year and the price seems to be very reasonable.

In contrast with the heavy tomes of loose-leaf publications the commentary on the Banking Act 1979 is a slim volume. The three authors are on the staff of the Inter-Bank Research Organisation. They succeeded in presenting the new rules on bank recognition very clearly, not shrinking from grey areas of the act, and where necessary bringing it into a wider context of banking law and practice.

Aviation Insurance, although one of the more specialised books, has a surprisingly wide range, from air cargo to bovercraft and satellites. It describes the London aviation insurance market, deals with principles as well as with the bits of paper used by insurers and brokers, and discusses the relationship between the insured, the broker and insurer. It is a well written and well produced book.

The increasing importance of Spain as a trading partner will make many turn eagerly to *Doing Business in Spain*. The title of the book fits it into the publishers' "Doing business in..." series, but is not sufficiently descriptive. Only the last 10 pages deal with imports and exports of the country, banking, insurance and arbitration, the bulk of the book is about various aspects of foreign investments in Spain. It describes the legal system applicable to transfers of technology, corporate organisation, labour relations but includes also information on the legal aspects of portfolio and real estate investments. It is a lucid exposition of the rules applicable to investment. Let us hope that the author will write a second book about the practical aspects of their application, which may substantially differ from the legal texts.

### NEW BOOKS

**How to Manage Your Boss** by Raymond Mönbiel. Penetrating, witty and perceptive view of personal management in any company. Price £5.50 (US \$10.00 by post UK), £3.95 (US \$7.50 by post UK).

**Investing To Survive The '80s** by Malcolm Craig. This book is a "must" for anyone with money to invest. Also covering overseas investment opportunities now open to UK citizens. Price £5.95 (US \$10.00 by post UK).

**The Entrepreneurs Vol. I** by Elizabeth Hennessy. Well researched studies of 10 famous entrepreneurs, Sir Charles Forte, Gerald Ransome and Keith Wickenden, M.P. Price £5.50 (US \$10.00 by post UK), £4.20 (US \$7.50 by post UK).

**SCOPE BOOKS LIMITED** 3 Sandford House, Kingsclere, Newbury, Berks RG5 5PA. Tel: Kingsclere (0635) 298433.

### BIM Publications for the Manager

**Time, the essence** A concise and practical two-volume workbook specifically designed to help the busy manager review the way he spends his time, and enable him to make more effective use of this limited resource in the future. £12.50 plus £15 post.

**Guidelines for Product Innovation** This concise booklet summarises what makes for success in new product development. The guidelines—under seven headings—are addressed to various levels of management ranging from the main executive down to the design engineer. £3.00 (BIM Members £2.00).

**Contracts of Service** Comprehensive review of current practice relating to service contracts for managerial and specialist staff. Covers legal questions, forms of contract, duties, termination, etc. £15.00 (BIM Members £10.00).

**Accepting a Job Abroad** Practical guide to the problems for those considering an overseas job including documentation, taxation, family arrangements, housing, health, insurance, etc. £7.50 (BIM Members £5.00).

A comprehensive catalogue of BIM publications available on request. British Institute of Management, Management House, Parker Street, London WC2B 5PT.

THE MASSACHUSETTS INSTITUTE OF TECHNOLOGY

## The Computerization of Society

Simon Nora &amp; Alain Minc

First published in 1978 for France's President Giscard d'Estaing, The MIT Press now offers the Nora Report in an English translation.

"It comes at a time when the Nora Report's short-term conclusions are again judiciously relevant to a number of decisions immediately facing the British Government. . . . But the most important and continuing lesson for Britain in the Nora Report is its emphasis on long-term planning, to provide a new foundation in a more rapidly changing world. . . . And Nora faces 'challenges of the present' with a brutal honesty that makes what little consideration has emerged from Whitehall and Westminster look embarrassingly weak."—Peter Large, The Guardian.

Now available, £7.75

### THE MIT PRESS

125 Buckingham Palace Road, London SW1W 9SD

### New books from Nelson that mean business

Coming in July—**Management of Company Finance** 3rd Edition

J. M. Samuels, Professor of Business Finance, Dept. of Accounting, University of Birmingham. Dr. F. M. Wilkes, Senior Lecturer, Dept. of Economics, University of Birmingham.

A completely updated, new large format edition of a major text. 504 pages. Board 0 17 761092 1 £14.95. Paper 0 17 771091 8 £7.95.

New To be published in November

### Investment Appraisal and Related Decisions

Stephen Lumsby, London School of Economics. A clear, closely reasoned, and largely non-mathematical exposition of the normative theory of financial decision making by firms in competitive economies.

Focuses attention on the three major decision areas: investment appraisal, financing method and dividend policy.

288 pages. Boards 0 17 761057 7 £8.95. Paper 0 17 771060 8 £4.75.

### Nelson

For approval copies write to: Promotions Department, Nelson House, 100, Victoria Road, Wotton-on-Thames, Surrey, KT12 5PL. Wotton-on-Thames 46133.

## Marine disaster complexities

BY WILLIAM HALL

**Black Tide Rising: the wreck of the Amoco Cadiz**, by David Fairbairn and Phil Jordan. Andre Deutsch, price £8.95.

THE LOSS of the 220,000 dwt Amoco Cadiz on the Brittany coast in 1978 causing widespread oil pollution is the most catastrophic marine disaster of the last decade. Everyone from the tragic master of the ship, Captain Pasquale Badari, down to the Breton fishermen and the scientists from Texas A & M University have had their say and still the debate rages on.

Now, Fairbairn and Jordan, both Guardian journalists, have written the first book to examine a major oil pollution incident.

As a landlubbers' guide to one of the most complex marine casualties of recent times the book is a worthwhile contribution, but it adds little to what is already known. The scientists

and the lawyers are still arguing and not all the official inquiries have been completed. At best Black Tide Rising is a useful interim report.

The debate over the loss of the Amoco Cadiz is going to drag on for several years to come. The lengthy legal proceedings to establish who is liable for the massive oil pollution have hardly begun and in many ways these could prove more fascinating than the chronicling of events so far.

When it went aground in 1978 the Amoco Cadiz generated more publicity than any other recent shipping accident. The disaster certainly highlighted disastrous weaknesses in maritime regulations and standards.

The anchors, for example, were not strong enough to hold the ship, and the steering gear was patently inadequate.

Many lessons have been learnt as a result. IMCO, the

UN body charged with looking after maritime safety, has tightened up its rules and maritime countries have been warned that they need access to powerful tugs if another Amoco Cadiz disaster is to be averted.

However, in all the endless pages of analysis and discussion about the wreck of the Amoco Cadiz it is generally forgotten that only one person has so far really suffered as a result of the disaster and that is the unfortunate Captain Badari who has had his master's licence suspended by the Liberian authorities pending the final decision. So he has lost the means of earning a living.

Captain Badari no doubt made mistakes, but given the complexity of the reasons for the loss of the Amoco Cadiz it seems manifestly unfair that one man alone should suffer for a disaster in which there were many culprits.

### THE IMPACT OF MICROELECTRONICS:

A tentative appraisal of information technology

by Juan Roda

The advent of a new information technology, largely based on the integrated silicon microcircuit, or silicon chip, is a landmark in history. Describing the characteristics, tremendous costs, phenomenal growth and other features of the industry producing the equipment, as well as the scope for the application of micro-electronics, this book examines the promises and threats which this new technology holds for many aspects of social life. Particular attention is paid to the sections of the labour force that are likely to be hardest hit, as well as probable effects on the international division of labour on developing countries.

ISBN 92-2-102378-8 (himp cover) In press SF17.50; \$4.40  
ISBN 92-2-102383-4 (hard cover) In press SF27.50; \$9.90

### CASE METHOD IN MANAGEMENT DEVELOPMENT:

Guide for effective use. By John Reynolds

Management development series, No. 17

A practical guide to the more effective use of the case method in the total process of developing managerial skills, aiming to aid and stimulate in studying by means of cases. The guide is also aimed at trainers and teachers in order to use the method and to encourage them to write new cases, as well as at institutions to promote the use of the method. Management and administration courses are focussed on practical problems.

ISBN 92-2-102363-X SF20.00; £5.00

### PLANNING FOR IMPROVED ENTERPRISE PERFORMANCE:

Guide for managers and consultants

by R. Abramson and W. Halset

Management development series, No. 15

Designed to contribute to the upgrading of management consulting and training work in this area, this guide provides practical information and guidance on the new approaches to organization development and performance improvement.

ISBN 92-2-102363-7 SF20.00; £5.00

### INTRODUCTION TO WORK STUDY

Third (revised) edition, 1979

This edition takes full account of recent advances in work study, especially with respect to working conditions, work measurement, predetermined time standards, data and modern developments in work organisation.

ISBN 92-2-101839-X SF35.00; £6.35

### INTERNATIONAL LABOUR OFFICE

London Office

96/98 Marsham St.

London SW1P 4LY

Tel: 01-828 6401



ILO Publications

CH-1211 Geneva 22

Switzerland

Telex: 23.271 BIT CH

## PRACTICAL CORPORATE PLANNING

John Argenti

In this book John Argenti explains without jargon to top executives exactly how to plan their corporate strategy over the next few years.

Hardback £10.95

Available from MAZTEC by completing the form below

George Allen &amp; Unwin

MAZTEC

A World of Management Training, Education, Consultancy &amp; Books

**Laddie, Prescott and Vitoria: The Modern Law of Copyright** 1980, by H. L. Laddie, P. R. Prescott, and M. Vitoria. Copyright law is now exceptionally complicated and a timely fresh approach to the subject was needed. This book provides it. The reader will find this part of information—and the sort of discussion that he needs to deal effectively with his copyright problems.

The authors have drawn on their extensive experience in practice to write a fully comprehensive, thoroughly researched and completely practical book covering all aspects of copyright. The subject is approached from a modern, contemporary standpoint, treating the law as it has developed from its origins, and in particular since the Copyright Act 1956 and the Design Copyright Act 1980. A uniform approach to the different topics is adopted to facilitate reference.

245.00 net (U.S.\$31.25) 0 406 61694 9

**Malinson: Understanding Current Cost Accounting** By Derek A. Malinson. Understanding Current Cost Accounting explains the aims of Current Cost Accounting (CCA) and the effects of its measurement. It also acts as a useful guide to the implementation of the new scheme. This need be a book of reference for accountants and managers alike. CCA is a theory and method. The second part—Implementing CCA—looks in detail at the application of CCA methods to various business circumstances. The nature and effects of the necessary adjustments are explained, and the solutions to particular practical problems are suggested.

The full text of Exposure Draft 24 and the related Guidance Notes are reproduced as appendices to the book. Paperback 0 406 34180 X Due August. Price to be announced.

**Newman: US/UK Double Tax Treaty on Income and Capital Gains** By John A. Newman. A valuable, comprehensive handbook which, besides reproducing the full text of the Treaty itself, includes its supplementary agreements, provides a most complete coverage of the law and practice in relation to such and every article of the Treaty. The text of the Treaty and the narrative are fully supported by detailed Appendices including examples, the Working Arrangement between the Revenue authorities for the exchange of information (which is not generally available), claim forms, and an extensive list of cases.

Cashbound 0 406 42616 0 Due August. Price to be announced.

**Winer: Buying and Selling Private Companies and Businesses** By Humphrey Winer. This book describes the problems and pitfalls that await the unwary and the inexperienced, and includes useful precedents, checklists and specimen forms from statutory books, in addition to the narrative text. Full account is taken of the changes in the law since the 1960s. All the questions that are likely to arise in the course of the transfer of a limited company are dealt with; questions such as what documents are required by the vendor and purchaser, what points need to be covered, what searches need to be made and what happens on completion. Cashbound 0 406 42616 0 Due August. Price to be announced.

Overseas orders are subject to a despatch charge. Prices do not apply in Australasia, North America or Southern Africa.

### Butterworths

Post orders: Borough Green, Sevenoaks, Kent TN15 8PH. Tel: 0732 894567. Bookshop: Bell Yard, Temple Bar, London WC2. Tel: 01-405 6900.

### Your Book Supplies Form

Please send the following Business Books contained in this Financial Time Feature.

Qty	Title(s)	£	P	Name
				Position
				Company
				Address
* Add postage & packing				
Total £				Signed
				Tel:

\* When paying please add 20% of total for UK & overseas airfreight delivery, 20% for Air Mail. I enclose cheque/PO/MD payable to Maztec (cash with orders). Return to: Maztec, FREEPOST, Fleet ALDERSHOTT, Hants GU13 8BR. Tel: (0245) 851111. (No stamp needed — UK only).

**MAZTEC**  
A World of Management Training, Education, Consultancy & Books

### ADVERTISING BOOKS

For further information contact:

DAVID PATRICK

on 01-248 8000,

Ext. 7064







## More aid for farm co-ops

INCREASED aid for Agricultural Co-operatives was announced by Mr. Peter Walker, Minister of Agriculture, speaking in London yesterday. Subject to Parliamentary approval the maximum rate of grant for capital investment by co-operatives in central marketing facilities will be increased from 22½ per cent to 32½ per cent with effect from October 1. At the same time, the funds available to the Central Council for Agricultural and Horticultural Co-operation are being increased from £391,000 to £500,000.

While making the announcement the Minister said "British produce at its best is a match for any in the world, but it is most important that British farmers and growers should get together to market to the best advantage."

"I hope that the retail trade, particularly large retail chains which are committed to high quality produce, will do everything in their power to encourage this development."

## German minister urges change in EEC farm policy

WITTMANN — The present EEC farm policy must be adapted to take account of market forces and the EEC legal state secretary of the West German agricultural ministry, Hans Rohr said.

He told a meeting of German farmers the costs of a future milk surplus as compared with 1970, must be borne by producers, while future sugar payments should not adversely affect the EEC budget.

All subsidy expenditure should be examined as should future payments for products which come under EEC regulations after Spain and Portugal join the Community in 1983, he added.

## Paris exchange turnover up

PARIS — Turnover on the Paris Commodities Exchange rose to FF 215m (£21.9m) in the first five months of this year compared with FF 153m last year and FF 108m in 1978. M. Michel Wiert, president of the Exchange Commissioners Association, said.

## Sugar production down in Cuba, South Africa

BY OUR COMMODITIES STAFF

WARNINGS of lower sugar production came yesterday from Cuba and South Africa. The London market remained steady and prices hardened slightly at the EEC weekly tender.

Although the total Cuban crop has not been announced, it is expected to be below 7m tonnes compared with nearly 8m tonnes last year. Western diplomats in Havana have forecast a figure of between 6.4m and 6.8m tonnes. The main cause of the fall is a sugar rust disease.

South Africa's sugar production this year is likely to be lower than the present estimate of 1.7m tonnes, Mr. Frank Jones, chairman of the South African Sugar Millers' Association, said yesterday. Other industry sources expect the crop to be about 1.6m tonnes, the lowest since the 1970-71 season. South African production last year was 2.1m tonnes. The sharp fall in output is the result of a long drought which has affected about 60 per cent of the cane fields. The

South African Government recently announced a financial assistance package for cane growers.

With local demand expected to account for about 1.5m tonnes, South Africa's sugar exports this year are unlikely to exceed 500,000 tonnes. Last year South Africa exported about 1m tonnes, including its 844,000-tonne quota under the International Sugar Agreement.

Mr. Jones said that local and export demand are each likely to grow by about 200,000 tonnes during the next five years. The South African industry should gear itself for a major expansion programme, he said.

Bolivia's 1980 sugar production is forecast at about 298,000 tonnes, which will be 7,400 tonnes above last year's output, according to a U.S. Agriculture Department field report. Bolivia is expected to export its full quota of 100,740 tonnes this year.

A first shipment of 14,000 tonnes of imported sugar

arrived in Bombay this week following India's purchase of 200,000 tonnes to meet temporary shortages in the country. Deliveries are expected to be completed by the beginning of August.

The European Commission has authorised exports of 34,700 tonnes of white sugar at a maximum export levy of 7.07 European Currency Units per 100 kilos at yesterday's weekly tender. The Commission also authorised exports of 14,000 tonnes of raw sugar at a maximum levy of 9.55 ECUs per 100 kilos.

The white sugar went to West Germany (8,700 tonnes), to Belgium (8,000), to France (8,000), to Dutch traders (2,000) and to British traders (8,000). All the raw sugar went to British traders.

The Commission price for white sugar equates to a price of about \$780 a tonne following an increase of \$10 on last week's price.

## Moves to seek new wheat pact

THE International Wheat Council has requested a closer look at proposals for a flexible International Wheat Agreement, based on nationally held but internationally co-ordinated stocks.

It asked the committee which was set up following the failure to negotiate a more rigid wheat pact in Geneva in February last year based on fixed price triggers for the release and accumulation of reserve stocks. Further consideration will be given to the question during the autumn.

Wheat imports into the UK in the first 10 days of June amounted to 86,759 tonnes and maize 88,235 tonnes, the Home Grown Cereals Authority reported.

Cumulative wheat imports from August 1, 1979, to June 10, 1980, fell to 2,062,000 tonnes compared with 2,214,000 tonnes a year earlier, and maize imports 2,614,000 tonnes against 2,929,000 tonnes.

The HGCA said reduced wheat imports reflect increased usage of domestic production by compounders, which in turn was partly due to its price competitiveness with feed barley.

Use of maize for human consumption in Britain has shown an increase this season, but this has been counteracted by reduced usage in animal feed due to price factors, the HGCA added.

Argentina's cereal and oilseed crop yields have increased steadily in recent years in response to improved farming techniques, the Agriculture Secretariat reported.

Between the 1969-74 and 1974-75 five-year periods, yields per hectare rose 18.9 per cent for maize; 31.6 per cent for sorghum; 10.2 per cent for wheat; 41.7 per cent for soybeans; 21.9 per cent for groundnuts; 13.5 per cent for sunflowerseed; and 7.5 per cent for linseed.

## More potatoes eaten in UK

THE BRITISH may be more diet and health conscious but they are eating more potatoes now than at any time for the last 50 years, according to figures published yesterday.

Last year, each Briton ate about 215 lbs of potatoes compared to 200 lbs the year before. The Potato Marketing Board said that about one quarter of last year's home crop was processed, canned or frozen. Total consumption last year was 5.3m tonnes.

The figures show that the King Edward, once the traditional British potato, is continuing to slip down the popularity table.

## Manila coconut oil for China

COCONUT Authority (PCA) reported the sale of 10,500 tonnes of crude coconut oil to China at the weekend.

The price was said to be 28.8 U.S. cents a pound, and will be shipped in July and August.

## Alcoa Brazil to build two plants

RIO DE JANEIRO — Alcoa Aluminum is to spend \$1.3bn to build two plants to produce annually 100,000 tonnes of aluminium and 500,000 tonnes of alumina in the northern state of Maranhao, Alcoa has said.

The alumina plant is to start production at the end of 1983 and the aluminium installation in mid-1984. Both will be sited near Sao Luis.

Alcoa could expand initial production to 500,000 tonnes of alumina and to 2m tonnes of alumina if demand merits.

Alcoa signed the protocol for the project with the Government yesterday and work is likely to start next month, the spokesman said.

The company expects about half of the initial output of alumina and aluminium to be sold abroad. The alumina for the project will come from the Trombetas operation of CIA Vale do Rio Doce.

Alcoa Aluminum is owned 68 per cent by Alcoa of America and 32 per cent by Hanna Mining of Ohio.

Reuter

Fish are seen as money-spinning natural resources by developing country governments, who now want to deny foreign fishermen the right to make catches in their 200-mile zones without prior agreements laying down terms of compensation.

Traditionally, foreign fleets have caught more than 16m tonnes of fish a year in waters within 200 miles of the shores of other countries. About one-third of this catch, with a landed value of \$2bn is taken off the shores of developing countries.

Almost 89 per cent of the previously international fishing waters fall within Exclusive Economic Zones, raising the need for an entirely new set of contractual and business practices to establish co-operation.

AP-DJ

## INTERNATIONAL FISH INDUSTRY

## Changing patterns of world fishing

BY BRIJ KHANDARIA IN GENEVA

THE GAP between world demand and supply of fish products is expected to increase from about 8m tonnes this year to more than 30m tonnes by the year 2000, but it will be increasingly difficult to expand catches quickly because of depletion of stocks and unprecedented changes in the world's fisheries industries.

The main cause for the changes stems from the UN Conference of the Law of the Sea (UNCLOS) which has yet to be concluded but has already provided the legal basis for declarations by 93 countries extending national sovereignty over surrounding seas from 12 miles to 200 miles.

The 200-mile exclusive economic zones raise considerable problems for the traditional Western fishing nations, and have opened the door to a period of legal bickering over fishing rights.

Fish are seen as money-spinning natural resources by developing country governments, who now want to deny foreign fishermen the right to make catches in their 200-mile zones without prior agreements laying down terms of compensation.

Traditionally, foreign fleets have caught more than 16m tonnes of fish a year in waters within 200 miles of the shores of other countries. About one-third of this catch, with a landed value of \$2bn is taken off the shores of developing countries.

Almost 89 per cent of the previously international fishing waters fall within Exclusive Economic Zones, raising the need for an entirely new set of contractual and business practices to establish co-operation.

1980 and 93m tonnes in the year 2000.

The yearly rate of increase in fish production in the last decade was only 1 per cent, down from about 6 per cent a year during the 1960s because depletion, pollution, spoilage and changes in demand patterns.

In contrast, total demand for fish will be 83m tonnes this year, rising to 130m tonnes by the year 2000. Demand for human consumption will increase from the present level of 75m tonnes to 70m tonnes in 1985 and 110m tonnes in the year 2000.

Population growth will account for more than half of this increase. By 1985, China will consume an additional 5m tonnes, the Soviet Union and Japan 2m tonnes, and India 1m tonnes.

The demand for fish for animal consumption, the bulk of fishmeal and fish oil, will be 25m tonnes in 2000, up from 23m tonnes this year.

The fishmeal market has suffered a serious setback mainly because of a drastic fall in Peruvian anchoveta catches from 12m tonnes in 1970 to 1m tonnes in 1977, stemming from depletion.

Atlantic bering catches have also fallen, and the world capelin fishery is showing signs of decline.

FAO estimates that the fish supply shortfall can be fully bridged provided that at least \$30bn are invested during the next 20 years to develop fisheries industries in both rich and poor nations.

Of the 30,000 known species of fish, only about 100 are caught regularly for human consumption. As much as 300m tonnes of new species could be fished by the year 2000 provided that means are found to process them in ways attractive enough to make them popular with consumers.

Even catches of the so far popular species can be increased to 120m tonnes by the year 2000 through better management and prevention of depletion and wastage. Another 40m tonnes could come from fish farming, compared with 15m tonnes currently.

## French stockpile plans

FRANCE is to establish a raw materials fund within the next few days to purchase stockpiles of strategic commodities, according to the economy ministry in Paris.

The fund has been allocated around FF 1.5bn (£166m) to purchase mainly copper, lead, tungsten and chromium during the 18 months up to the end of

next year, in order to prevent any future shortages of the metals.

The fund will be announced in the official gazette and will issue state bonds.

The officials said current fairly low world prices for most of the raw materials involved made a good time to begin stockpile purchases.

## BRITISH COMMODITY MARKETS

## BASE METALS

COPPER—Barely changed on the London Metal Exchange despite news that U.S. Copper works have rejected the first new wage offer by Inspiration, Phelps, Dodge and Asarco. Three months edged up to £880 on the p.m. market but this level brought out trade selling which depressed the price for the rest of the day. Three months fell 2½ p.m. to £875.50. Turnover: 22,325 tonnes.

LEAD—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

## COPPER

COPPER—Barely changed on the London Metal Exchange despite news that U.S. Copper works have rejected the first new wage offer by Inspiration, Phelps, Dodge and Asarco. Three months edged up to £880 on the p.m. market but this level brought out trade selling which depressed the price for the rest of the day. Three months fell 2½ p.m. to £875.50. Turnover: 22,325 tonnes.

LEAD—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover: 22,325 tonnes.

WIREBAR—Three months £783.50, 74.75.

STEEL—Official: £275.50. Turnover:



## Companies and Markets

## LONDON STOCK EXCHANGE

Markets steady after Tuesday's nervous shake-out  
Vickers/Rolls-Royce suspended prior to merger terms

## Account Dealing Dates

## Options

\*First Declared Last Account  
Dealing Date Dealings Date  
June 16 June 26 June 27 July 7  
June 30 July 10 July 11 July 21  
July 14 July 24 July 25 Aug. 4

Calmer conditions returned to all sectors of London stock markets after Tuesday's unsettled session caused by stock-jobbers' Wed and Owen's decision to cease trading and by increasing concern about the business outlook in the UK. The IMF's grim forecast for world economies and, in particular, its reference to the UK Government's lack of success in checking inflation added to these worries.

To the surprise of many brokers, however, leading shares immediately extended the previous evening's partial recovery, and although the volume of business was relatively modest, prices moved forward under the lead of Thorn EML. The latter regained prominence after Tuesday's sharp fall on fears of possible U.S. court intervention into the proposed scanner deal.

Shortly before midday, the

suspension of trading in Vickers and Rolls-Royce Motors pending an announcement gave cause for much speculation, but the afternoon release of agreed merger terms caused no surprise. Sentiment in the equity sector was also helped by renewed Gilt-edged firmness but, reflecting the afternoon easiness in Gills, most industrial leaders edged away from the best. Measured this, the FT 30-share index settled 3.2 higher at 453.9, after having been 5.0 up at noon.

British Petroleum's confirmation of an oil find adjacent to the North Sea Ninian field sparked off after-hours activity in Oils with BP leading the upward movement.

Much steadier at the outset, British Funds were progressing gradually on revived investment demand when market optimism about the possibility of the longer of the two new tap stocks being oversubscribed was doused by news that applications for both had been underwritten in full. The stocks, Treasury 13 per cent 2000 and Exchequer 12 per cent 1985, began life this morning in their respective fairly-paid forms. At the close, improvements in Government securities rarely exceeded i.

after i. South African Golds, along with other producers of the metal, were outstanding on widespread support in the wake of the sharply higher bullion price. Heavyweight ISA issues established rises ranging to nearly two points and the FT Gold Mines index closed 19.1 up at 343.6.

The firmer trend in equities prompted the best. Traded options business so far this week with a total of 1,053 contracts. Cons. Gold Fields and GEC were particularly active, recording 368 and 227 deals respectively.

Kleinwort Benson firm

Fresh support was forthcoming for Kleinwort Benson, notably for Kleinwort Benson, which rose 12 to 186p, after a previous fall to 143p and 140p. Kleinwort Benson's 10p share was added to 186p, while Kleinwort Benson's 10p share was added to 186p.

Certain insurance brokers encountered nervous offerings ahead of details of the Fisher Report expected tomorrow. Alexander, Howard, shed 6 to 100p, C. E. Heath 3 to 190p, and Hogg Robinson 2 to 104p.

Golds surge ahead

Press comment in a Scottish trade paper reiterating the company's problems over short-term working and reduced profitability prompted steady selling of Distillers, earlier at 187p, the central results are expected next month. Other Wloes and Spirits tended easier in sympathy. Macdonald-Martin "A" and Macdonald-Glenlivet both shed 10 to 600p and 800p respectively. Irish Distillers announced the expected lower interim earnings, but the gloomy outlook forecast for the second half depressed the shares which ended 7 cheaper at 79p. Leading Breweries attracted a reasonable business but closed shades below the day's best although regional results usually retained modest gains. J. A. Devens added 5 to 260p, while Harbys

and Hansons firmed a penny for a two-day gain of 6 at 265p awaiting today's interim results. The Building sector featured BPS, up 9 to a 1980 peak of 213p in response to the better-than-expected preliminary results. Redland, annual results today, eased a couple of pence to 170p. Interest otherwise was subdued by the Blue Circle managing director's statement about prospects for the construction industry. Blue Circle slipped to 346p but closed at the overnight level of 348p. Certain Timber issued come on offer. Inter-national joining 2 to 105p and Brownlee easing 3 to 86p, but Mollison-Denny, a dull market of late on the 510.1m rights issue, hardened a fraction to 21p. Elsewhere, Marshalls (Hallifax), a rising market recently on the good results and script issue, shed 5 to 183p on profit-taking.

Reverex put on 5 to 50p, after 51p, a statement that it had terminated from Yule Catto, was cancelled at 110p. Dealings in Bio-Kel were suspended at 100p following an approach to the company which would close at 402p. Elsewhere in Chemicals, Plym met with renewed support and firmed 3 to 89p. ICI rose 6 to 534p, but business remained thin.

Mothercare good

The appearance of "cheap" buyers helped. Store majors which recovered most of previous day's losses. British Home rose 8 to 302p, while Mothercare, 266p, added the same amount in front of today's annual meeting. GUS A, 430p, and Burton 125p, picked up 2 pence, but House of Fraser continued dull, easing a couple of pence to 125p. Scattered support was noted for selected secondary counters. Comet Radiovision added 3 more to 81p, as did Samsky at 149p. Lee Cooper, a weak market recently, rallied a few pence to 189p, but support was lacking for Freemans (London SW9), 4 down at 116p.

Thorn EML up 11 at 287p, took a decided turn for the better after the previous day's drop of 18 on news that the U.S. Justice Department may block the scanner deal with General Electric of the U.S. Elsewhere in the Electrical leaders, Plessey P.M.A. Silvermines, Avon and Plessey, but closed shades below the day's best although regional results usually retained modest gains. J. A. Devens added 5 to 260p, while Harbys

caused a strong revival in demand which pushed ahead to close 25 up at the day's best of 567p; the shares shed 11 on Tuesday.

The surprise suspension of dealings in Vickers and Rolls-Royce Motors at 129p and 80p respectively provided the main talking point in the Engineering sector, an agreed merger by way of an offer of one Vickers ordinary share for every two Rolls-Royce shares was announced in the late trading and dealings will resume today. Elsewhere, revised demand left Matthews Hall 9 to the good at 335p, while satisfactory preliminary results prompted a gain of 2 to 46p in Brinkley Dredge. Apart from Hawley, which found fresh support at 208p, up 4, leading issues trended easier.

Powell Duffryn good

News that the company had lifted its market share to 12.4 per cent stimulated fresh buying in J. Sainsbury which rose 7 to a 1980 peak of 402p. Competitors shed 2 to 56p, but Associated Dairies hardened a couple of pence to 184p. Elsewhere in Foods, Avana came in for support and added 5 to a 1980 peak of 135p.

Trusthouse Forte shed 3 to 157p on half-yearly profits at the lower end of market estimates.

Powell Duffryn featured at 300p, up 20, in response to better-than-expected preliminary results, while Giltspur rose 9 more to 74p on the annual statement. Elsewhere in the Miscellaneous industrial sector, fresh support was forthcoming for cleaning issues; Johnson Group improving 4 to 169p and Skelchley a similar amount to 260p. Disappointing annual result left Renard Group 6 cheaper, 44p. Chubb ended unaltered at 83p, after 82p, the slump in annual profits being overcome by the maintained final dividend. Occasional support left BTR 6 to the good at 325p, while buying in the 1980 peak of 402p, which improved 8 to 143p. Associated Communications rallied 2 to 94p following the announcement of the new joint record venture with RCA Records UK.

Oils strong late

Interest in Properties focused on selected secondary issues. Rush and Tompkins attracted good buying and put on 7 to

## FINANCIAL TIMES STOCK INDICES

	June 25	June 24	June 23	June 22	June 19	June 18	June 17
Government Secs.	68.78	69.69	70.08	70.53	69.95	70.29	70.39
Fixed Interest	70.82	70.90	70.94	70.84	70.66	70.64	70.64
Industrial	469.9	468.7	468.5	471.8	465.4	475.1	475.1
Gold Mines	244.5	239.5	218.7	228.1	234.3	231.4	231.4
Food, Div. Yield	7.66	7.75	7.75	7.69	7.89	7.89	7.89
Com. & Ind. Yld. (100%)	18.26	18.26	18.21	18.24	18.25	18.27	18.27
Exchanges, Yld. (100%)	6.55	6.55	6.51	6.54	6.56	6.56	6.56
Yld. Ratio (Inv. Pk.)	20.89%	20.89%	22.59%	21.97%	21.14%	21.47%	21.47%
Equity bargains	101.26	128.56	141.33	126.84	120.85	120.85	120.85
Profitability barometer	-	15.29	14.00	16.98	17.69	15.63	15.63



**AUTHORISED  
UNIT  
TRUSTS**

[illegible]

## OFFSHORE & OVERSEAS FUNDS

Continued on previous page







**INSURANCE—Continued**

## PROPERTY—Continued

**INVESTMENT TRUSTS—Cont.****FINANCE, LAND—Continued**[illegible]



